

Part-Time MBA Course Descriptions

Carlson School of Management

CORE COURSES

MBA 6030, FINANCIAL ACCOUNTING (3 credits)

Basic principles of financial accounting, involving the consecution/interpretation of corporate financial statements.

MBA 6035, MANAGERIAL ACCOUNTING (3 credits)

Cost systems introduced as potential sources of sustainable competitive advantage. Course focuses on designing cost systems to provide manager with accurate, relevant, and timely information.

MBA 6120, DATA ANALYSIS AND STATISTICS FOR MANAGERS (3 credits)

Concepts/ principles of business statistics, data analysis and presentation of results. Topics: exploratory data analysis, basic inferential procedures, statistical process control, time series/regression analysis, and analysis of variance. These methods are selected for their relevance to managerial decision making and problem solving.

MBA 6210, MARKETING MANAGEMENT (3 credits)

Management of the marketing function; understanding the basic foundational marketing concepts and skills in strategy development and planning of operational and strategic levels pertaining to product offering decisions, distribution channels, pricing and communication.

MBA 6220, OPERATIONS MANAGEMENT (3 credits)

Introduction to fundamental operations management principles and concepts. The course takes a strategic view of operations in both a manufacturing and service context and stresses linkages to other functional areas. Many of the cases in the course take an international perspective.

MBA 6230, FINANCIAL MANAGEMENT (3 credits)

Tools/concepts of financial management. Emphasizes use by financial/non-financial managers to measure creation of value within an organization. Evaluating businesses/business opportunities, identifying financial requirements/sources.

MBA 6300, STRATEGIC MANAGEMENT (3 credits)

Introduction to the concepts and techniques used to create and implement a sense of corporate direction; choices about products and markets that involve the integration of different functional areas; positioning a business to increase returns for shareholders and stakeholders; the skills involved in identifying issues, evaluating options, and implementing business plans.

MBA 6315, THE ETHICAL ENVIRONMENT OF BUSINESS (2 credits)

Analysis of ethical dilemmas and development of appropriate responses; relationship of ethical management to the law; implications for corporate profitability; managing shareholders vs. managing stakeholders; issues such as protection of the environment, workplace safety, product liability, regulation, and fiduciary obligations.

ACCOUNTING

ACCT 5102, INTERMEDIATE ACCOUNTING II (4 credits) *Prerequisite MBA 6030*

Basic valuation problems encountered in financial reporting. Focuses on valuation of liabilities. Accounting for leases, pensions, and deferred taxes. Introduces consolidated financial statements.

ACCT 5125, AUDITING PRINCIPLES AND PROCEDURES (4 credits) *Prerequisite ACCT 6100*

Auditing financial information systems. Independent audits and internal auditing. Ethics. Legal responsibilities.

ACCT 5135, FUNDAMENTALS OF FEDERAL INCOME TAX (4 credits) *Prerequisite MBA 6030*

Introduction to the U.S. federal system of taxation. Concepts of gross income, deductions, and credits. Analysis of the structure of the Internal Revenue Code and its provisions with respect to specific areas of the law. Examination of the interrelationships between legislative, judicial and administrative authority. Introduces the various methods, tools and techniques to conduct tax research.

ACCT 5236, INTRODUCTION TO TAXATION OF BUSINESS (2 credits) *Prerequisite ACCT 5135*

Introduction to the income tax laws governing the taxation of corporations, partnerships, limited liability companies, limited liability partnerships, and S corporations. Students will also increase their knowledge and skills related to tax research by writing research memorandums.

ACCT 5310, INTERNATIONAL ACCOUNTING (2 credits) *Prerequisite MBA 6030*

Review of macroeconomic concepts of international economics, including trade, international markets for capital, and the role of accounting. Survey of different accounting policies and approaches among nations. Reading and understanding financial statements produced in countries other than the United States.

ACCT 6100, FINANCIAL STATEMENT ANALYSIS (4 credits) *Prerequisite MBA 6030*

Overview of asset/liability valuation, income measurement. How economic events are reported in the financial statements of a firm. Accounting theory/standard-setting process from perspective of users of financial statements.

ACCT 6160, ACCOUNTING FOR MERGERS, ACQUISITIONS, AND DERIVATIVES(2 credits) *Prerequisite MBA 6030 (Optional: ACCT 6100- Ideal for those who plan to sit for CPA exam)*

Interpretation/analysis of financial statements. Basic techniques of financial statement analysis, their application in settings such as investment/credit decisions.

ACCT 6335, ADVANCED MANAGEMENT ACCOUNTING (2 credits) *Prerequisite MBA 6035*

This course will build on the material taught in the Management Accounting Core. Given the fact that the core is only a 2 credit course, it emphasizes breadth rather than depth. The purpose of this course is to explore select topics in greater detail so that students can exploit this knowledge in understanding the applications of Management Accounting in various strategic decision-making contexts.

BUSINESS LAW

BLAW 6158, THE LAW OF CONTRACTS AND AGENCY (4 credits)

Origin of law, its place in and effect upon society. History/development of law. System of courts, legal procedure. Extensive study of law of contracts as the basic law affecting business transactions. Law affecting sales of goods contracts.

ENTREPRENEURIAL STUDIES

ENTR 6020, BUSINESS FORMATION (4 credits)

This course focuses on issues that are important at the launch and development of a business from concept development through business entry, either as a startup or through an acquisition. It covers opportunity identification and evaluation, entry strategy, competitive analysis and business planning, forecasting and budgeting from a "blank slate," resource markets and resource assembly, and problems/ opportunities from concept stage through establishment of a viable business.

ENTR 6021, PREPARING AND IMPLEMENTING THE BUSINESS PLAN (2 credits)

Students work collaboratively under the direction of the course instructor to develop and implement business plans for their "own" business venture launch. The course includes weekly class meetings where each team of students presents aspects of their business plan: at various times these may include the 'elevator pitch,' company mission, product/ service value proposition, customer and market segmentation, competitive analysis, business strategy, marketing plan and financial projections. Students analyze and provide feedback on each other's plans.

ENTR 6023, FINANCING BUSINESS VENTURES (4 credits)

This course is designed for students who are interested in the venture field as potential entrepreneurs interested in starting, joining or acquiring their own businesses; as an intermediary/consultant; or as a financier. The course objectives are to help students achieve an understanding of how America's financing system works for all types of business ventures – with an emphasis on financing of high-growth ventures. Students will learn how to translate a business plan to a financing plan; to develop alternate financing plans for a specific business/plan; choosing the "best" one based on financial and non-financial criteria; types of non-Fortune 1,000-type businesses – as financiers view them; financial institutions in the U.S., what they finance and their financing criteria; financing instruments used to finance business ventures in the U.S. – when to use them and why. Methods used: cases, exercises, developing financing plans, guest speakers.

ENTR 6036, GROWING THE INDEPENDENT BUSINESS (2 credits)

This course deals with the unique challenges posed by rapid growth and change in newly-formed independent startups, including infrastructure development, radical changes in strategy, continuous needs for substantial additional resources. Intellectual work in the course emphasizes analysis of factors accelerating and impeding growth; and review and creation of "growth strategies," which may present issues different from strategy decisions typical of established firms. Integration of concepts from strategy, operations, marketing, finance, and human resource management. Focus is on the small fraction of new firms that grow to account for most of the wealth created by new businesses. Intended for students who plan to manage their own businesses or to hold senior management positions in new, rapidly growing firms. Format includes cases, short group projects, guest speakers.

ENTR 6037, CORPORATE VENTURING (2 credits)

Formation and/or acquisition of new businesses within established corporations. Focus on the entrepreneurial role of top management in maintaining and increasing stakeholder value of corporations through the formation or acquisition of new businesses, new products, or new markets. Examination of strategic role of corporate venturing in survival and prosperity of corporation, and analysis and development of strategies for successful venturing. Integration of concepts from quality, marketing, strategy and finance. Intended for students interested in career paths aimed at positions in new product and business development, corporate venture capital, mergers and acquisitions, or management consulting. Format includes cases, guest speakers, short group projects.

ENTR 6041, NEW PRODUCT DESIGN AND BUSINESS DEVELOPMENT (6 credits – 2 semesters)

Student teams work on product development projects sponsored by business organizations. Experience in technology management under supervision of faculty adviser and executives from sponsoring company. New product development, project management, information sharing/collaboration. Short-cycle development process. Lectures, workshops, guest speakers, team meetings, company visits, projects. Nine-month intensive course.

ENTR 6090, TOPICS IN ENTREPRENEURSHIP (2-4 credits)

Selected topics in value creation; in business formation, growth, restructuring; in social and economic impact of new businesses, and entrepreneurship and public policy.

FINANCE

FINA 6121, DEBT MARKETS, INTEREST RATES, AND HEDGING (2 credits) *Prerequisite MBA 6230*

Bond valuation: yield conventions, spot/forward rates, term structure, binomial pricing, static/option-adjusted spread. Duration: PVBP, Macauley/modified/effective duration, convexity. Portfolio management, hedging: dedicated, immunization, horizon matching, contingent, indexing, portfolio insurance, hedging. Treasury market: role of Fed, auctions, primary dealers, market conventions, bills, notes, bonds, strips, repos. Fixed income markets: agency, corporate, private placement, securitization, municipal.

FINA 6122, FINANCIAL MANAGEMENT OF DEPOSITORY INSTITUTIONS (2 credits) *Prerequisite FINA 6121*

Commercial banks, other depository institutions. Asset/liability management, risk management, geographic expansion, investment banking, public policy issues. Lectures, student presentations, project.

FINA 6241, CORPORATE FINANCE ANALYSIS AND DECISIONS (4 credits) *Prerequisite MBA 6230*

Theoretical/applied understanding of corporate financial decisions. Adjusted present value, economic value added options. Impact of financing decisions on real asset valuation, managerial incentives, corporate strategy.

FINA 6242, ADVANCED CORPORATE FINANCE ANALYSIS AND DECISIONS (4 credits) *Prerequisite FINA 6241*

Theory/practice of efficiently managing working capital, fixed assets. Emphasizes mergers/acquisitions, corporate restructuring, real options. Use of derivatives as financing tools, in deal structure.

FINA 6321, PORTFOLIO ANALYSIS AND MANAGEMENT (2 credits) *Prerequisite MBA 6230 and MBA 6120*

Introduces analytical concepts used to manage security portfolios from perspective of an institutional investor. Market microstructure. Margin purchasing, short selling. Portfolio risk management, risk/return tradeoffs, strategic/tactical asset allocation, active versus passive management. Portfolio revision, performance evaluation.

FINA 6322, FINANCIAL PERFORMANCE AND SECURITY ANALYSIS (2 credits) *Prerequisite MBA 6230*

Teaches the principles and tools by which the financial valuation framework is used in a rigorous and organized way to analyze the historical performance and credit worthiness of a business and how to use these analyses as stepping off points to building reasonable financial plans, which then become the basis for valuing a business and its securities. Should be of use to anyone interested in knowing how to evaluate financial performance and/or anyone interested in security analysis.

FINA 6323, ADVANCED EQUITY SECURITIES ANALYSIS (2 credits) *Prerequisite FINA 6322*

Analytical/communication skills for equity security valuation. How companies improve performance, convince investors that improvements are sustainable. How rules for high-tech/internet stock valuation differ from rules for traditional equity security valuation.

FINA 6324, SECURITIZATION MARKETS (2 Credits) *Prerequisite FINA 6121*

Securitization Involves splitting risks inherent in traditional loans and redirecting them to various investors who are able to analyze and take on those risks. Securitization is one of the most significant innovations in finance. The course discusses reasons for the development of securitization, looks at an array of actual products, their similarities in characters, shows students how to build simple models and shows them how to analyze some examples of actual securitized liabilities

FINA 6341, WORLD ECONOMY (4 credits) *Prerequisite MBA 6230*

Tools to predict/understand ramifications of major economic events. Financial crises. Changes in monetary, fiscal, financial policies. Strategies for promoting long-run economic growth. Examples from U.S., Europe, Japan, developing countries.

FINA 6422, TOPICS IN INVESTMENT MANAGEMENT (2 credits)

Topics vary: current offering available from Finance Department Office. Analytical foundations reviewed/expanded. Application of concepts in complex settings. Major report or presentation usually required.

FINA 6541, DERIVATIVES, FUTURES, AND OPTIONS (4 credits) *Prerequisite MBA 6230*

Applying finance theory to multinational corporations' investment, financing, risk management, decisions. International financial system. Spot, forward, swaps, option markets for foreign exchange. Interest rate arbitrage, parity. Exchange rate risk analysis/forecast. Measuring/managing currency exposure. Long term financing with swaps. Multinational capital budgeting. Cost of capital for international projects.

FINA 6621, INTERNATIONAL FINANCIAL MANAGEMENT (2 credits) *Prerequisite FINA 6241*

International financing issues, investment/currency risk management. Spot, forward, futures/options markets for foreign exchange. International financial system, exchange rate determination. Parity conditions, measuring/managing currency risk, multinational working capital management, multinational capital budgeting, cost of capital in emerging economies.

FINA 6622, FINANCIAL RISK MANAGEMENT (2 credits) *Prerequisite FINA 6121*

Tools, tactics, strategies of risk management. Treasury risk measurement, interest rate risk management, currency risk management, credit risk management. Value-at-risk approach to integrated risk management. Risk management and corporate financing decisions. Internal control systems. Accounting/disclosure issues.

HUMAN RESOURCES AND INDUSTRIAL RELATIONS

HRIR 8031, STAFFING, TRAINING, AND DEVELOPMENT (4 credits)

Introduction to staffing processes (recruitment, selection, promotion, demotion, transfer, dismissal, layoff, retirement); training development theory and techniques as mechanisms for influencing individual and organizational outcomes, such as performance, satisfaction, and climate.

HRIR 8032. STAFFING AND SELECTION: STRATEGIC AND OPERATIONAL CONCERNS (2 credits)

Theory and practice related to staffing decisions (recruitment, selection, promotion, transfer, dismissal, layoff, retirement) in organizations. Legal environment in which staffing decisions are made. Staffing from strategic and organizational perspectives.

HRIR 8034, EMPLOYEE DEVELOPMENT: CREATING A COMPETITIVE ADVANTAGE (2 credits)

Career development and planning, employee and management development techniques, and organizational and employee concerns related to mobility, job stress, balancing work and family, obsolescence and plateauing, and cross-cultural assignments.

HRIR 8071. LABOR RELATIONS AND COLLECTIVE BARGAINING (4 credits)

Evolution of U.S. labor unions and public policy, bargaining environment and structure, goals and negotiations, contract administration and results. International comparisons, labor management cooperation, and newly emerging issues.

HRIR 8141. ORGANIZATIONAL THEORY FOUNDATIONS OF HIGH-IMPACT HRIR (2 credits)

Economic aspects of individual/group behavior in organizations. Individual/collective rationality, information, incentives, coordination problems, contracts. Impacts on HRIR decisions/outcomes. Solutions/approaches to problems in organizations at micro/macro levels.

HRIR 8241, ORGANIZATIONAL BEHAVIOR FOUNDATIONS OF HIGH-IMPACT HRIR (2 cr)

Psychological aspects of individual/group behavior in organizations. Individual motivation, attitudes and job satisfaction. Leadership. Organization design/culture. Impacts on HRIR decisions/outcomes. Solutions/approaches to problems in organizations at micro/macro levels.

INFORMATION AND DECISION SCIENCES**IDSC 6040, INFORMATION TECHNOLOGY MANAGEMENT (2 credits)**

This course is one of two menu courses that make up the required MIS component of the MBA core curriculum. All Full-Time and Part-Time MBA students must take this course or IDSc 6050. IDSc 6040 is intended for MBA students who have little previous IT background. It is designed to give MBA students an overview of the important managerial and strategic issues associated with using IT in today's networked organization. Topics include: IS/IT strategy, IT/business strategy alignment, IT-enabled business models, economics of the network economy, IT security/legal issues, managing B2B integration with trading partners, implementing new systems in organizations, and managing IT outsourcing.

IDSC 6050, INFORMATION TECHNOLOGIES AND SOLUTIONS (2 credits)

This course is one of two menu courses that make up the required MIS component of the MBA core curriculum. All Full-Time and Part-Time MBA students must take this course or IDSc 6040. IDSc 6050 provides IT-based links to business functions with state-of-the-art knowledge and technologies. Over the last decade, dramatic changes in technologies opened new business opportunities both for new high-tech ventures and for the already established companies. Therefore, from a business perspective it is always important to be aware of technological advances and to be able to recognize emerging trends. This course will provide a comprehensive overview of several emerging technologies in several different areas, including computing platforms, wireless communications, and Internet/Web technologies. The goal of the course is for the students to develop an in-depth understanding of these technologies and explore various business opportunities that these technologies can create. This course is intended for students who already have had experience in the IT field. The course will provide an in-depth coverage of the advanced technologies and solutions that are critical in the process of evaluating opportunities and creating strategic advantage.

IDSC 6401, DECISION TECHNOLOGIES (2 credits) Technical aspects and business applications of information technologies that can aid business decision making. Web-based decision support systems, including expert systems, neural networks, genetic algorithms, geographic information systems, intelligent agents, collaborative filtering and recommendation technologies, and yield management systems. Hands-on experience with software tools.

IDSC 6421, FINANCIAL INFORMATION SYSTEMS AND TECHNOLOGIES (2 credits) This course examines the impact of IT on the financial services industry and how firms manage internal financial systems. Topics covered include IT-focused business models of financial firms, industry/firm technology infrastructures, new applications impacting financial services, Internet-based e-payment solutions, electronic bill payment/presentation, and the impact of IT on financial markets, e-brokerage, and banking. Use of IT for internal financial management includes regulatory compliance and system capability maturity models.

IDSC 6423, ENTERPRISE SYSTEMS (2 credits)

It is almost axiomatic that today's successful organizations are/will be "information intensive". Enterprise systems (ES) are the data and information systems that form the central nervous system of an organization. The course is designed to explore and develop answers to critical enterprise system issues from three perspectives ... senior managers', operating managers', and systems users'. For each of these groups, the course focuses upon what do they need to understand and do with respect to its organization's enterprise systems to achieve the maximum benefit for the organization? In addressing the answers to this question, the course will cover topics such as strategic agility, infrastructure, technology and the supply chain, and implementation management.

IDSC 6442, ELECTRONIC AUCTIONS & EXCHANGE (2 credits)

Traditional firms' planning process to establish e-business operational, sales, and Web-based marketing capabilities. Bundling, aggregation, digital product pricing policies. Technology standards, sponsored technologies. Industry infrastructures for e-commerce. Enabling technologies in business-to-business contexts. Web server and content management. Design issues. Hands-on with software development tools.

IDSC 6471, KNOWLEDGE MANAGEMENT (2 credits)

Design, evaluation, use of knowledge in organizations. Leveraging knowledge in workers, structures, processes. Assessment of knowledge needs. Evaluation of key decision processes, information demands, usage patterns, content requirements. Behavioral/cultural barriers. Use of technology for knowledge management.

IDSC 6481, MANAGERIAL DECISION MAKING (2 credits) How decisions are made. Handling ill-defined, unstructured problems. Limitations of decision processes. Frameworks and specific tools for improving decisions as a manager, knowledge worker, or individual.

IDSC 6490, ADVANCED TOPICS IN MIS (2 credits)**

Discussion/analysis of topics/developments in managing information systems. Current topics include:

***BUSINESS PROCESS EXCELLENCE**

Concepts, frameworks and techniques that can be used to achieve business process redesign and excellence through strategic and operational alignment between strategy, architecture, process and technology.

BUSINESS INTELLIGENCE**INFORMATION SECURITY AND RELIABILITY*****MARKETS FOR DIGITAL GOODS**

This course focuses on the unique characteristics of digital goods and the impact of digitization in today's society. Topics include hybrid information goods, pricing strategies of digital goods, the role of externalities, importance of standards, intellectual property rights, privacy, use of versioning, bundling, and personalization. Industries examined include the digital music market, new forms of digital video distribution, emerging written/spoke-word markets, gaming, search, and other consumer-based applications in a variety of industries. Technologies and applications examined include shopbots, blogs, wikis, mash-ups, and podcasting.

**IDSc 6490 is offered at various times throughout the year with multiple sections. Each section addresses a different topic. For further information on these topics, see the IDSc website at: <http://www.misrc.umn.edu/courses/>

IDSC 6491, INDEPENDENT STUDY IN INFORMATION SYSTEMS (1-4 credits)**INTERNATIONAL BUSINESS****IBUS 5101, INTERNATIONAL BUSINESS: COPENHAGEN SUMMER PROGRAM (4 or 8 credits)**

The Copenhagen Business School (CBS) offers US and European students the opportunity to earn 4 credits in a 3 week intensive or 8 credits in a 6-week summer program in the heart of Scandinavia. Taught by US and European faculty, this program offers a dynamic multicultural environment for students to gain an understanding of business in a global environment. Courses taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 5110, INTERNATIONAL BUSINESS: COSTA RICA SEMINAR (4 credits)

How businesses can maintain/increase profits by taking care of environment. Sustainable development, environmental strategy. Students spend fall term developing a basic knowledge of Central American history, economy, and culture. During winter break, they travel to Costa Rica to join students from INCAE (partner school) for series of courses. Case studies, site visits, field trips. Course is taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 5120, INTERNATIONAL BUSINESS: VIENNA SEMINAR (4 credits)

Rapidly changing business environment of Central/Eastern Europe. Students work in teams with students from Europe's largest business school (WU-Vienna) for two weeks in May/June in Central/Eastern Europe. Course is taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 5130, INTERNATIONAL BUSINESS: LYON SUMMER PROGRAM (4 credits)

Impact of European Union on international business environment. Four-week study abroad program at Universite Jean-Moulin Lyon 3 in Lyon, France. Comparative perspective on U.S. and European business practices. Includes travel to Geneva, Switzerland to visit the United Nations and World Trade Organization. Course is taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 5140, INTERNATIONAL BUSINESS: VIENNA SUMMER PROGRAM (6 credits)

Three-week study abroad program at Europe's largest business school (WU-Vienna). Students take three business classes, plus German language. The learning environment is dynamic with program participants from Europe, Asia, Latin America and the U.S. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 5150, INTERNATIONAL BUSINESS: INDIA SEMINAR (4 credits)

The India Seminar will explore managerial and technological issues related to the outsourcing and offshoring of knowledge intensive tasks. Students will spend two weeks in January in New Delhi and Bangalore, India meeting with organizations and businesses for a unique 'behind the scenes' view of outsourcing. Course is taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 5160, INTERNATIONAL BUSINESS: COLOGNE SUMMER PROGRAM (8 credits)

The Cologne Summer Program focuses on specific conditions for doing business in Europe. Over a four week period, students earn 8 elective business credits by taking four short courses: two courses from the field of management, one in economics, and one in social or political sciences. Courses are taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 5170, INTERNATIONAL BUSINESS: CHINA SEMINAR (4 credits)

In collaboration with International Dairy Queen and Cheung Kong Graduate School of Business (CKGSB), the Carlson School offers students the opportunity to work in multi-cultural teams to analyze real-life business problems in Shanghai, China. Students are challenged in a live case study environment to look at the different cultural, social, and economic differences surrounding global business. Course is taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

IBUS 6315, INTERNATIONAL BUSINESS: ETHICS SEMINAR (4 credits)

Current international business ethics. Students spend 11 days in Amsterdam, Brussels, and London meeting with leaders of multinational firms, governmental agencies, and NGOs. Ethical challenges faced by individuals/organizations in era of globalization. Course is taught in English. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612-624-4334.

MANAGEMENT

MGMT 5019, BUSINESS, NATURAL ENVIRONMENT, AND GLOBAL ECONOMY

(2 credits)

Resource deployment policies that affect the natural environment. Sustainability. Local/global environmental threats, how government policies address these issues. Business strategies/practices that produce "win-win" outcomes.

MGMT 6004, NEGOTIATION STRATEGIES (2 credits)

Art/science of securing agreements between two or more parties who are interdependent and seek to maximize their own outcomes. Individual, group, organizational behavior. Theory/process of negotiations applied to problems faced by managers/professionals.

MGMT 6020, BUSINESS FORMATION (4 credits)

From concept development through startup. Concept, plan, forecast, budget. Resource markets/assembly. Cases, exercises, projects, guest speakers.

MGMT 6031, INDUSTRY ANALYSIS AND COMPETITIVE STRATEGY (4 credits)

Processes by which competing firms in an industry strive to maximize long-term returns in face of competition,

uncertainty, changing market/technological conditions. Resource commitments to gain sustainable advantage over rival firms. Choices to leverage resources in different contexts.

MGMT 6032, STRATEGIC ALLIANCES (2 credits)

How inter-/intra-alliance rivalry influences global competitive landscape. How interplay of competitive/cooperative arrangements among firms invigorate intellectual/operational tasks. Designing/managing international strategy, organizational structure, and alliances.

MGMT 6033, MANAGING THE STRATEGY PROCESS (2 credits)

How successful strategy is shaped/implemented throughout organization. Leadership challenge of continually renewing strategy and leading change to meet competitive challenges.

MGMT 6034, STRATEGIC LEADERSHIP (2 credits)

Prerequisite MGMT 6033

Role of leadership in making strategy a reality while maintaining learning/adaptive organization that is capable of meeting competitive challenges. Students prepare project set in an organization to which they have or can arrange access. Advanced materials, complex cases.

MGMT 6035, COMPLEX AND CROSS-CULTURAL NEGOTIATIONS (2 credits)

Negotiations and partnering skills to enable alliances to work effectively. Taught through experiential methods, including complex cross-cultural simulation.

MGMT 6040, INTERNATIONAL STRATEGY AND ORGANIZATION (2 credits)

Dealing enormous complexity in competitive environment, in strategy, and in organizations. Focuses on strategic/organizational issues in managing across borders.

MGMT 6050, MANAGEMENT OF INNOVATION AND CHANGE (2 credits)

How organizations innovate/change. Focuses on innovation in wide variety of new technologies, products, programs, and services. What paths likely to lead to success/failure.

MGMT 6051, MANAGING ORGANIZATIONAL INNOVATION AND CHANGE

(2 credits)

Prerequisite MGMT 6050

How innovation typically unfolds in wide variety of new technologies, products, programs, and services. What paths are likely to lead to success/failure. Diagnostic skills/principles.

MGMT 6070, STRATEGIES FOR E-BUSINESS (2 credits)

Evaluating short/long term competitive effects of e-business models using frameworks drawn from strategy, information economics. Strategies to establish, grow, manage e-business. Evaluating strategies of different firms. Lectures, cases, hands-on learning from Web. Grade based on written analyses of two cases, class participation, group project evaluating an existing or new e-business idea.

MGMT 6084, MANAGEMENT OF GROUPS (2 credits)

Factors that influence performance, well-being of groups in organizations. Group dynamics, norms, culture, structure, leadership, decision-making, problem-solving. Managing dynamics, learning, performance, and creativity of groups. Intergroup relations, incentives, effect of the environment on group performance.

MGMT 6110, MANAGING PEOPLE AND ORGANIZATIONS (2 credits)

Behavioral science theory of employee behavior in organizations. Theory applied to practical situations. Motivation, cultural differences in management, ethical dilemmas, decision-making, leadership, timing.

MGMT 6305, THE INTERNATIONAL ENVIRONMENT OF BUSINESS (2 credits)

Introduction to international trade/finance theory, political economy of international trade policy, institutional governance of international trade/monetary policy, differences in political-economic/sociocultural systems, implications for managerial decision-making.

MANAGERIAL COMMUNICATION

MCOM 5500, STRATEGIC MANAGERIAL COMMUNICATION (4 credits)

Theories of persuasion, motivation, and credibility translated into communication strategies. Students practice communication skills for corporate workplace. Cooperative/accelerative learning techniques.

MCOM 5510, PERSUASIVE WRITING IN BUSINESS (2 credits)

Writing to motivate/affect change. Form and content. Techniques of persuasion. Producing polished text. Writing with power.

MCOM 5520, PERSUASIVE WRITING IN BUSINESS: NON-NATIVE SPEAKERS OF ENGLISH (2 credits)

Prepares non-native speakers of English for writing tasks in MBA program and in business settings. Emphasizes writing to motivate/affect change. Form/content, techniques of persuasion. Producing polished text. Writing with power.

MCOM 5530, STRATEGIES AND SKILLS FOR MANAGERIAL PRESENTATIONS (2 credits)

Delivering key messages with clarity/confidence, regardless of audience or setting. Maximizing impact as a speaker, seated/standing. Understanding personal communication style and audience and tailoring message accordingly. Handling questions/answers. Using audio/visual tools. Presenting as a team.

MCOM 5540, STRATEGIES/SKILLS FOR MANAGERIAL PRESENTATIONS: NON-NATIVE SPEAKERS OF ENGLISH (2 credits)

Prepares non-native speakers of English for presentations in the MBA program and in business settings. Emphasizes strategies and skills for clear pronunciation and effective delivery of professional presentations to a U.S. audience. In addition to presentation delivery skills, this course emphasizes enunciation, stress and rhythm, pacing, volume, and non-verbal communication.

MCOM 5590, MANAGERIAL COMMUNICATION FOR HR PROFESSIONALS (2 credits)

Business writing, speaking, meeting management. Audience analysis, how different audiences process/perceive messages. Tailoring messages to audience. Memo writing, presentation speaking. Performance coaching, revisions, dress rehearsals. International communication, collaborative writing, communication ethics.

MARKETING

MKTG 6020, ADVANCED LOGISTICS AND SUPPLY CHAIN MANAGEMENT (2 credits) *Prerequisite MBA 6210*

Analyzes flow of physical product through channels of distribution. Linkages between process of controlling physical flows, major functions of firm (e.g., finance, marketing, operations). Managing logistical interactions between firms to develop integrative supply chain management strategy. Simulation exercise.

MKTG 6051, MARKETING RESEARCH (4 credits) *Prerequisite MBA 6210*

Methods for collecting/analyzing data to solve marketing problems. Survey research techniques. Research design, secondary/primary data collection, sample design, data analysis. Application of techniques to marketing problems, marketing research projects.

MKTG 6055, BUYER BEHAVIOR (4 credits) *Prerequisite MBA 6210*

Application of behavioral sciences to understanding buyer behavior. Perceptions, memory, affect, learning, persuasion, motivation, behavioral decision theory, social/cultural influences, managerial implications. Emphasizes class discussion.

MKTG 6060, DISTRIBUTION AND SUPPLY CHAIN SYSTEMS (4 credits) *Prerequisite MBA 6210*

Interrelationships between marketing institutions, their formation into channels of distribution. Interorganizational problems, design/management of distribution channels. Supply chain strategies as means of achieving competitive advantage.

MKTG 6065, STRATEGIC SUPPLY CHAIN MANAGEMENT (2 credits) *Prerequisite MBA 6210 and MBA 6220*

Internal/inter-organizational design, strategic sourcing, alliances/partnerships, impact of technology on supply chain effectiveness. Managing flows, creating/sharing customer value, measuring competitive impact from supply chain excellence.

MKTG 6072, INTERNATIONAL MARKETING (2 credits) *Prerequisite MBA 6210*

Managing international marketing functions. Identifying marketing-based international business opportunities. Cultural factors in buyer behavior. Constructing/evaluating global/culturally adjusted marketing strategies.

MKTG 6073, TECHNOLOGY MARKETING (4 credits) *Prerequisite MBA 6210*

Frameworks for marketing in high-tech contexts. Technology adoption, product development, life cycles, networks/standards, organizations, alliances, acquisitions, market entry.

MKTG 6075, PRICING STRATEGY (4 credits) *Prerequisite MBA 6210*

Framework for assessing pricing decisions. Pricing in business-to-business markets, consumer goods markets, services, and not-for-profit companies.

MKTG 6078, INTEGRATED MARKETING COMMUNICATIONS (4 credits) *Prerequisite MBA 6210*

Managing communication. Advertising, sales promotion, and public relations. Setting communications objectives, media selection, creative strategy, and sales promotion techniques.

MKTG 6080, INTERNET MARKETING (2 credits) *Prerequisite MBA 6210*

Concepts, processes, decisions associated with marketing through the Internet. Emphasizes profitability. Customer persuasion, building a customer base digitally, pricing, customer retention, channel/distribution issues.

MKTG 6082, BRAND MANAGEMENT (4 credits) *Prerequisite MBA 6210*

Management of brands and brand equity in modern business enterprises. Measuring brand equity, building brand equity, leveraging brand equity through brand extensions and alliances. Lectures, case studies, group brand projects.

MKTG 6088, STRATEGIC MARKETING (2 credits) *Prerequisite MBA 6210*

Determining product-markets where organization should compete. Sustainable competitive advantage. Matching marketing strategy with environment. Coordinating marketing, other business functions. Organizing marketing function/management.

MKTG 6090, MARKETING TOPICS (2-4 credits) *Prerequisite MBA 6210*

Selected topics and problems of current interest and of a varied nature considered in depth.

MEDICAL INDUSTRY LEADERSHIP INSTITUTE

MILI 6235, PHARMACEUTICAL INDUSTRY: BUSINESS AND POLICY (2 credits)

The development, manufacturing, distribution, economic evaluation, purchasing, utilization management, and ordering of pharmaceuticals is a large and growing portion of the health sector with unique market characteristics, complex regulatory processes, rapid technological change, high expense growth, and vigorously-debated public policy issues. The pharmaceutical industry in Minnesota is growing and dynamic. Boundaries between pharmaceuticals, medical devices and biotechnology are blurring. This course is a joint venture of the Carlson School of Management and the College of Pharmacy at the University of Minnesota. In addition to academic faculty from these schools, the course also engages the participation of key leaders in the pharmaceutical industry and the health sector in general. The panel format, followed by receptions during which students can meet panelists, facilitates opportunities for interaction among guest faculty and students.

MILI 6562, INFORMATION TECHNOLOGY IN HEALTH CARE (2 credits)

The medical industry creates more than 15% of the gross domestic product in the US economy. The IT needs of this industry sector are increasing daily as the government and Fortune 100 firms are demanding better metrics of health care quality and efficiency to make decisions regarding health insurance for their employees. New and existing medical technologies that create the data and support health care services are integral to this industry. Thus, career opportunities with firms that effectively "wire" the medical industry are increasing. This course will prepare students to harness the resources of this emerging health information age by focusing on the theory and conceptual base for health care information technology; applications of current and developing health IT; and approaches to evaluate the effectiveness of health IT systems. The course will offer an overview of information technology, computer technology, and data structures commonly found in health care information systems, as well as current and emerging trends, and strategies for information system design and evaluation.

MILI 6589, TECHNOLOGY EVALUATION AND MARKET RESEARCH (2 credits)

Innovations in medical technologies are one of the leading areas of economic growth in the world. Whether new technologies take the form of pharmaceutical, medical device, biotechnology, information technology or some combination of these innovations, the opportunities are extraordinary. Can you make the case for return on

investment from these technologies? This course will provide 'hands-on' experience to enable future managers to create the value proposition for new medical technologies. Students taking this will gain the analysis skills, knowledge and practical experience to climb up the leadership pathways in medical technology, insurance and delivery industries with personal input from industry leaders United Health Group, Medtronic and the Mayo Clinic.

MILI 6726, MEDICAL DEVICE INDUSTRY: BUSINESS AND PUBLIC POLICY (3 credits)

This course covers the unique business, public policy, regulatory, and technology management issues of the medical device industry. The course features participation by industry leaders from large and small companies, health plans, venture firms, consultants, and law firms in guest faculty panels. Student teams design and present oral reports on current business and policy issues. Students successfully completing this course will understand: the historical development, importance, and future direction of the medical device industry; FDA issues, policies and strategies, public and private sector insurance coverage and reimbursement; interaction between public policies and private sector actions; intellectual property (IP), liability issues, and key issues relating to the start-up and management of new medical technology firms. For students interested in working in the medical device sector or currently working in the field, this course is a must. For those focused on health care delivery, this course provides deep understanding of the challenges in the management of medical technology and its impact on costs, quality, and access to care.

MILI 6990, THE HEALTHCARE MARKETPLACE (2 credits)

The healthcare market place constitutes nearly two trillion dollars spent in the U.S. and several trillion spent globally. With the growing demand for medical technology and the aging of the population, the scale and complexity of the health care supply chain is expected to dramatically increase over the next two decades. The health care sector is comprised of several markets for goods and services including physician services, hospital services, insurance, pharmaceuticals and medical devices, and information technology. This course will provide a survey of the health sector to understand the scale, the interactions and interrelationships of the health care markets, the market opportunities offered by different sectors of the health economy, and the barriers in this expanding and global industry.

MILI 6991, ANATOMY AND PHYSIOLOGY FOR MANAGERS (2 credits)

Innovations in medical technologies are one of the leading areas of economic growth globally. Future leaders of health care firms will need to work with interdisciplinary teams of clinicians, managers and scientists. For non-clinician managers, the clinical language of health care can be a barrier in the development and effective management of complex medical initiatives. This course will provide: 1) a basic understanding of medical vocabulary for non-clinician managers; 2) an overview of the fundamental physiology of major body systems likely to dominate medical care practice and innovation for the next two decades; 3) a learning template to examine and understand the current clinical practice of a body system; 4) an inventory of the market opportunities of major body systems; and 5) an understanding of the interdisciplinary process of medical technology innovation.

OPERATIONS AND MANAGEMENT SCIENCE

OMS 5170, SIMULATION MODELING AND ANALYSIS (4 credits) *Prerequisite MBA 6120*

Techniques and application of computer simulation modeling and analysis. Includes animations of existing or proposed real-world facilities and processes. Experiments in simulation programming language and environment. Simulation models and animations demonstrating actual operation of models. Planning, analysis, and interpretation of simulation experiment results.

OMS 6041, PROJECT MANAGEMENT (2 credits) *Prerequisite MBA 6220 or equiv.*

Project management in manufacturing/service organizations. Concepts/techniques for planning, execution, and control of projects. Resource planning, budgeting, scheduling. Project management software packages. Managerial/technical aspects.

OMS 6051, SERVICE MANAGEMENT (2 credits) *Prerequisite MBA 6220 or equiv.*

Service management from cross-disciplinary point of view. Defining service package, designing delivery system, dealing with service encounters, improving quality, managing capacity, implementing yield management systems.

OMS 6056, MANAGING SUPPLY CHAIN OPERATIONS (4 credits) *Prerequisite MBA 6220 or equiv.*

Decisions/tradeoffs managers face when directing operations of supply chain. How supply chain operations are coordinated within manufacturing, distribution, and retail organizations.

OMS 6059, QUALITY MANAGEMENT AND SIX SIGMA (4 credits) *Prerequisite MBA 6220 or equiv.*

Management/technical aspects of quality improvement. Organizational performance and financial measures as they relate to process improvement. Strategy, improvement tools/methods.

OMS 6061, New Product Design and Business Development (3 credits) *Prerequisite CSOM Student*

Nine-month intensive course. Engineering and business students work in teams on actual product development projects sponsored by organizations to design prototype products and develop business plans for commercialization. Lectures, workshops, guest speakers, team meetings, company visits.
Concurrent with ENTR 6041.

OMS 6062, New Product Design and Business Development (3 credits)

Nine-month intensive course. Engineering and business students work in teams on actual product development projects sponsored by business organizations to design prototype products and develop business plans for commercialization. Lectures, workshops, guest speakers, team meetings, company visits.
Concurrent with ENTR 6041.

OMS 6065, Strategic Supply Chain Management (2 credits) *Prerequisite 6056, MKTG 6060, [IDSC 6442 or IDSC 6423], 2nd year MBA*

Internal/inter-organizational design, strategic sourcing, alliances/partnerships, impact of technology on supply chain effectiveness. Managing flows, creating/sharing customer value, measuring competitive impact from supply chain excellence.
Concurrent with MKTG 6065.

OMS 6072, Managing Technologies in the Supply Chain (4 credits) *Prerequisite MBA 6220 or equiv.*

Managing development/implementation of technologies (e.g., hardware, software, knowledgeware) via which a network of manufacturing/service firms in a supply chain coordinates, collaborates, develops, produces, and delivers physical/digital goods/services to customers.

OMS 6081, OPERATIONS STRATEGY (2 credits) *Prerequisite MBA 6220 or equiv.*

Addresses formulation and implementation of operations strategy as part of overall business strategy. Includes managing operations for competitive advantage in various contexts and integration of operations strategy with other functional areas of business. Studies and develops operations strategy for service and manufacturing firms for process focus, speed, flexibility and environmental challenges.

OMS 6082, International Operations Management (2 credits) *Prerequisite MBA 6220 or equiv.*

Managing operations in a global economy. Coordinating product design, technology transfer, sourcing, supply chains, quality standards, product assignment, facility location, and multi-cultural workforce management across national boundaries. Cross-functional decision-making in an international environment is discussed.

OMS 6850, Topics in Operations and Management Science (2-4 credits) *Prerequisite MBA 6220 or equiv.*

Topics seminar. Provides forum for topics in operations/management science.

OMS 8651, Experimental Design (3 credits) *Prerequisite MBA 6120 or equivalent or business admin. Ph.D. student*

Analysis of variance for one-way, two-way, and multi-way data. Basic concepts of statistical design and analysis of results. Randomized block, Latin square, cross-over, factorial designs, confounding, estimation and comparison of effects, response surfaces, and applications to management.

MBA STUDENTS REGISTER FOR THIS COURSE UNDER OMS 6850

OMS 8652 Regression Analysis (3 credits) *Prerequisite MBA 6120 or equivalent or business admin. Ph.D. student*

Regression and correlation models, inferences in simple and multiple regression, multicollinearity, indicator variables, variable selection techniques, treatment of assumption violations, applications to management problems, basic concepts of experimental design.

MBA STUDENTS REGISTER FOR THIS COURSE UNDER OMS 6850

For additional information on instructors, course content, syllabi, etc., please contact the designated department listed below.

•**Accounting and MBA 6020, 6235**

612-624-6506

•**International Programs**

612-625-9361

•**Business Law**

612-624-9358

•**Marketing and MBA 6210**

612-624-5055

•**Entrepreneurial**

612-624-3838

•**Finance and MBA 6230**

612-624-2888

•**Part-Time MBA Program**

612-626-7900

•**Information and Decision Science and MBA 6240**

612-624-8030

•**Operations Management Sciences and MBA 6120, 6220**

612-624-7010

•**Strategic Management and MBA 6300, 6315**

612-624-5232