

Flexible MBA

Course Descriptions

Foundation Courses

MBA 551 Foundations of Accounting

This course covers Financial Accounting concepts essential in core MBA courses. *Pass/Fail*. Prerequisite: None. **2 hrs.**

MBA 552 Foundations of Quantitative Methods

This course covers Spreadsheet skills and Statistics concepts essential in core MBA courses. *Pass/Fail*. Prerequisite: None. **2 hrs.**

MBA 553 Foundations of Finance

This course covers Finance concepts essential to success in the core MBA courses. *Pass/Fail*. Prerequisite: MBA 551. **2 hrs.**

Core Courses

MBA 600 Leadership Development

The primary objective of the course is to provide a developmental opportunity for students to be more effective and intentional as leaders. Based on the finding that increased self-awareness is key to leadership effectiveness, students will be exposed to a variety of assessments and experiences including personality assessment, 360-degree feedback, and coaching in order to increase their capacity to lead effectively. Prerequisite: None. **3 hrs**

MBA 601 Leadership Development I

The course is grounded in the importance of self-awareness in facilitating personal and professional development via a number of components that include lectures, round table discussions, reflection, and a battery of assessments, which focus on thinking style, leadership profile, value preferences, and a full 360-degree feedback report. Students will conduct an analysis from all of the assessments and course components and submit an Individual Development Plan outlining steps for future development. Prerequisite: None. *Pass/Fail. A grade of Pass = B or better.* **2 hrs.**

MBA 602 Leadership Development II

The course is designed to facilitate the personal and professional development of each student through experiential learning. During this course students will work with their own executive coach to develop strategies to identify and purpose professional and personal goals. In addition, each student will participate in a group consulting project with a local nonprofit as a part of gaining greater awareness of the community needs and opportunities in the greater Charlotte area. Prerequisite: MBA 601. MBA 602 should be taken in the semester immediately following MBA 601. *Pass/Fail. A grade of Pass = B or better.* **1 hr.**

MBA 605 Managerial Accounting

This course examines the way in which managers analyze and use accounting information to make effective managerial decisions. The course focuses on how to compute and prepare special analyses and reports as well as how to interpret those results for decision making purposes. Major topics include financial statements, product costing, budgeting, cost-volume-profit relationship, and planning and control. Prerequisite: MBA 551. **3 hrs.**

MBA 615 Economics for Managers

This course introduces core economic concepts and relationships pertinent to business strategy formulation and managerial decisions. Topics covered include the role and interaction between consumer demand, firm costs, and industry market structure in guiding informed managerial decisions, the impact of alternative public policies at the industry and firm level, and assessment of broader macroeconomic policies. Students learn and apply basic economic concepts to gain understanding of their use and importance for business management and effective decision making. Prerequisite: None. **3 hrs.**

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MBA 620 Organizational Behavior

This course provides an overview of topics and concepts in the field of Organizational Behavior. Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behavior at work. Specific topics include leadership, motivation, teamwork, career issues, work roles, job enrichment, and employee participation activities necessary to generate goods and services in profit and non-profit organizations.

Prerequisite: None. **3 hrs.**

MBA 625 Marketing Management

The marketing manager's requirements include analyzing marketing, designing and implementing market strategies, and managing brands. These requirements are achieved by identifying and targeting customer needs that can be satisfied by the organization's value proposition. A successful marketer, therefore, focuses an organization's resources to meet customer needs and to maximize internal objectives. In this course, students will utilize quantitative and qualitative methods that enhance the likelihood of successfully achieving these goals. Prerequisite: MBA 551. **3 hrs.**

MBA 630 Business Analytics

This course provides an overview of concepts, techniques and applications of statistical data analysis and management science as they support decision making processes throughout the organization. Includes quantitative methods commonly used to support business decision modeling and to investigate past business performance to drive business planning. This course includes the application of current computer software. Prerequisites: MBA 552. **3 hrs.**

MBA 635 Managerial Finance

This course introduces students to the theory and practice of corporate finance in a valuation and decision making context. In particular, students will learn to employ a valuation approach for making decisions in areas including capital budgeting, capital structure, cash distributions, raising capital, and mergers and acquisitions. The course blends theoretical aspects of corporate finance with case discussions. Prerequisite: MBA 552 and 553. **3 hrs.**

MBA 640 Managing in a Global Context

This course develops an understanding of the challenges that firms and their managers face in attempting to operate in a global business environment. The course explores the causes and consequences of the evolving global business environment including the changing patterns of international trade and investment, the nature and impact of international trade policies and institutions, foreign currency markets and the international monetary system, and strategies for international expansion: Prerequisite: MBA 615. **3 hrs.**

MBA 650 Operations Management

This course explores the relationship between operating systems of the organization and the marketing, financial and human resource systems. Tactical day-to-day operating decisions and long-range strategic decisions are covered and discussed. The student will learn strategies and methods that will assist in discerning how productive entities work and ways to improve performance. Prerequisite: None. **3 hrs.**

MBA 655 Management Information Systems

This course examines how information systems are developed and used in organizations to achieve business success and competitive advantage. Emphasis is placed on information technology as an enabler to support business strategy, define business models and provide for more efficient operations in both domestic and global business environments.

Prerequisite: None. **3 hrs.**

MBA 660 Strategic Planning & Implementation

This course integrates many of the student's academic and professional experiences to focus on the strategic planning necessary for an organization to define and achieve its overall objectives. The course includes discussion of cases and a project. The ability to identify issues and problems and to develop management strategies for an organization is emphasized. Prerequisites: MBA 600 or MBA 601 and 602, MBA 605, MBA 615, MBA 625, MBA 630, MBA 635. **3 hrs.**

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Elective Courses

MBA 656 Data Protection

Provides a working knowledge of fundamental data protection techniques for protecting data at rest, data in motion, and data in processing. Techniques include encryption algorithms and systems (symmetric, asymmetric, standard, digital certificates, and hashes), Steganography, data masking, and data obfuscation. Examines access controls, availability, authentication, confidentiality, data integrity, and non-repudiation as well as defenses against DDOS and other data attacks. Security by diversity and security in depth are presented as fundamental requirements. Prerequisite: MBA 655. **3 hrs.**

MBA 657 Compliance and Legal Issues

Examines legal, privacy, and compliance environments facing organizations globally. Students build an understanding of the complexities of security, compliance and legal obligations starting with a general foundation of laws and industry standards that apply across most organizations that handle sensitive data. Examination of industry verticals expand students' knowledge of particular federal and state regulatory and industry-based obligations. It also examines how security and compliance obligations can be used to establish the security, compliance, and risk management programs for an enterprise. Prerequisite: MBA 655. **3 hrs.**

MBA 658 Operational Cybersecurity Management

Focuses on developing skills relative to an understanding of the business risks that exist when proper cybersecurity access controls are not effectively implemented. Students will study breach cases and have the opportunity to interface with security experts to gain an in-depth understanding of current risks, threats, and vulnerabilities organizations face. Lab simulations will be completed and each lab will be analyzed for its meaning and purpose in increasing security knowledge. Students will create a cybersecurity breach report and as a team project create an access control plan with recommendations for overcoming or minimizing cyber breach situations through the use of proper controls, the control framework, lab experiences, and other resources explored in the course. Prerequisite: MBA 656. **3 hrs.**

MBA 659 Network Security

In-depth understanding of penetration (pen) testing and "ethical hacking", including requirements and reporting. Examination of the business impact of testing and will conduct security testing (including network and web application penetration testing) in the lab environment including: intelligence gathering, identifying and exploiting vulnerabilities, conducting post-exploitation exercises, and reporting results. Students are required to create a comprehensive report summarizing the findings including recommendations to mitigate the risks identified. Topics will include social engineering, web application testing, managing a security test, and tools of attack. Prerequisite: MBA 656. **3 hrs.**

MBA 662 Advanced Managerial Finance

This course provides an in-depth study of financial theory, analysis and application in selected areas. Topics include advanced financial analysis, economic value added, estimation of free cash flows, corporate valuation using free cash flows, risk and return, project-specific cost of capital, capital budgeting applications, capital structure theory and policy, dividend policy, share repurchases, and mergers and acquisitions. Students will apply theoretical concepts learned in course lectures to real-world case analyses. Prerequisite: MBA 635. **3 hrs.**

MBA 663 Investment Analysis

This course includes the study of capital market theory, the balance between risk and return, rates of return required by investors and the study of betas in the capital asset pricing model, all examined from the viewpoint of the private investor. Prerequisite: MBA 630 and 635. **3 hrs.**

MBA 664 International Financial Management

This course is an in-depth look at the role of money in the modern economy, the international market for currencies, hedging and speculation in international finance, exchange rates and the effect of international money movements on domestic economic activity. Prerequisites: MBA 635 and MBA 640. **3 hrs.**

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MBA 665 Futures and Options

This course focuses on the financial derivatives known as options and futures. Topics include the long and short positions in calls and put options, valuing options using the Black-Scholes-Merton option pricing model, the “Greeks” of options including delta, gamma, vega, and theta, put-call parity, covered call options, options combinations and spreads, forwards and futures markets, arbitrage conditions for options and futures, credit derivatives, comparing hedging strategies for options and futures, using financial engineering with futures contracts to adjust characteristics of stock and bond portfolios, basics of swaps markets, and swaptions. Emphasis is placed on the use of derivative contracts for hedging and speculative purposes. Prerequisite: MBA 635. **3 hrs.**

MBA 672 Introduction to Coaching Theories

This course examines organizational change and surveys the foundational disciplines on which the practice of organizational coaching is based, as well as, applicable theories and methods. Coaching will be explored as an intervention and developmental technology. Students are introduced to the practice of coaching and coaching conversation models as well as coaching-related skills including contracting, listening, questioning, designing actions, planning and goal setting, and managing progress and accountability. Cross-listed with TOD 625. Prerequisite: None. **3 hrs.**

MBA 673 Advanced Coaching Theories

A survey of advanced and contemporary theories in the study of organizational coaching and of the leading scholars who have made important contributions to the field. Topics will include formal and informal coaching relationships; internal and external practices; and advance coaching-related skill development. Students will develop coaching skills through in-class and out-of-class practice. Cross-listed with TOD 634. Prerequisite: MBA 672. **3 hrs.**

MBA 674 Coaching Practicum

This course provides the opportunity for students to engage in applied coaching efforts in the field. Working independently with a client, students will provide an intensive coaching consultation. This applied field experience is a supervised practicum. Cross-listed with TOD 636. Prerequisite: MBA 672 and MBA 673 with a grade of B or higher. **3 hrs.**

MBA 675 Talent Management

One of the primary responsibilities of human resources and managers at all levels is managing talent throughout the employee lifecycle. Human resource management spans the employee life-cycle and requires a keen awareness of individual and organizational issues and strategies. Topics covered include recruitment, selection, on-boarding, career planning, job/competency analysis, performance management, development, retention, retirement, voluntary and involuntary separation, downsizing, and labor-management relations. Cross-listed with TOD 645. Prerequisite: None. **3 hrs.**

MBA 680 Contemporary Leadership: Theory and Application

This course provides knowledge and skills to be effective leaders and contributors in the creation and evolution of successful organizations. Students critically examine a wide-range of classical and contemporary leadership theories and practices to analyze and lead today's successful companies. Additionally, students determine key factors involved in sustaining organizations. Cross-listed with TOD 650. Prerequisites: MBA 600 or MBA 601 and 602. **3 hrs.**

MBA 681 Principles of Talent and Organization Development

This course provides an overview of organization development, including its history, ethics, literature, and the principle behavioral theories on which it is based. Analysis of the consultation process includes the skills and techniques involved in entry, contracting, organizational scanning, and preliminary diagnosis, as well as such individual and intra-group interventions as coaching, process consultation, teaming, and behavior modeling. Cross-listed with TOD 605. Prerequisite: None. **3 hrs.**

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MBA 682 Organizational System Change

Building on MBA 681, this advanced graduate seminar explores cutting practices and findings in the field of organization development. Students participate in an applied OD effort that includes data collection and analysis, and client feedback. Special attention will be paid to the impact of emerging trends such as innovation and complexity theory on best practices in change management. Cross-listed with TOD 610. Prerequisite: MBA 620 or 681. **3 hrs.**

MBA 683 Conflict and Negotiation

The purpose of this course is to examine the nature of conflict and to better understand the impact that it has on our lives. Starting with the premise that conflict is a natural part of everyday life, the goal of the course is to assist you in identifying and analyzing your conflict management style and in developing an action plan for improving your negotiation skills and for managing conflict. Cross-listed with TOD 632. Prerequisite: None. **3 hrs.**

MBA 684 Transformational Change

Transformational Change provides an experience of an intensive leadership development process focused on the individual becoming a more fully integrated person. Using a highly experiential approach, the course utilizes personality and leadership assessments, reflective papers and journaling to create a platform for transformational change. Special emphasis is placed on building personal resiliency with a focus on moving towards self-actualization and growth by identifying and managing an individual's unique leadership "shadow." This experience is an intensive process to promote transformational growth and breakthrough leadership development. Cross-listed with TOD 646. Prerequisite: None. **3 hrs.**

MBA 685 Management Consulting

This course introduces the concepts, methods, skills, and attributes required for effective consultation in organizations, both from an internal and external role. Beyond a mere knowledge base, the course is designed to develop skill in dialogue and consulting, with a particular emphasis on attitude development through the application of Action Research and Process Consultation models in an ethical context. Additional focus is on issues of practice development and management such as client identification, marketing, partnering, contracting, and client relationship management. Cross-listed with TOD 644. Prerequisites: MBA 620 or 681. **3 hrs.**

MBA 686 Interpersonal and Group Dynamics

This course focuses on the study of the form, process, and function of small groups, with particular emphasis on work teams in the contemporary organization. A variety of theories and models are explored and applied. Students are expected to explore their use of self in the context of groups as well as groups at a behavioral level. Cross-listed with TOD 620. Prerequisite: None. **3 hrs.**

MBA 687 Entrepreneurship: New Venture Creation

This course examines the nature of the entrepreneur and the entrepreneurial process, as well as the critical ingredients in success and failure. The course explores the skills, concepts, and knowledge relevant to creating and funding a new venture. Considerable attention is given to the screening and evaluation of ideas and new business opportunities. The capabilities gained in this course apply to potential entrepreneurs interested in starting a new business, those interested in taking over an existing business, and those interested in incorporating an entrepreneurial approach in established businesses. Cross-listed with TOD 638. Prerequisite: MBA 605, MBA 625, MBA 635. **3 hrs.**

MBA 688 Global Business Strategy

Study of opportunities, problems, and techniques involved in developing and implementing business strategy in an international context. Prerequisite: MBA 640. **3 hrs.**

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MBA 689 Creative Connections

This hands-on course will draw on community resources to explore the nature and universality of creativity, methods for cultivating individual creativity, and organizational frameworks for creative problem-solving. Everyone is creative, but not everyone has explored his/her creativity or made connections between individual creative interests and a business career. In an environment of rapid change, leaders must be able to find connections between seemingly disparate fields and functions and to critically assess options. Cross listed with TOD 648. Prerequisite: None. **3 hrs.**

MBA 690 Topics in Business Administration

Special topics courses will be offered on a regular basis and may vary by term. This course may be repeated up to 6 credits and count toward elective courses. Prerequisite: None. **1-3 hrs.**

MBA 691 International Experience

During this course students participate in a "hands-on" exploration of the business environment of a country or countries in Europe, Asia, Latin America or North America. Course requirements include attendance at pretrip seminars and completion of all course assignments after the conclusion of the travel experience. Cross listed with TOD 652. Prerequisite: None. **3 hrs.**

MBA 692 Internship

Students participate in in-depth academic coursework and onsite internship work in order to further connections between the workplace, industry trends, and professional development. Students are expected to complete 43 onsite internship hours per credit hour in addition to course work. The supervising faculty member and the director of graduate programs must approve a course plan. Prerequisites: Completed at least 6 graduate credits in the degree and maintained a 3.0 or higher GPA. **1-3 hrs.** *This course may be repeated up to 6 credits. No more than 3 credits may be applied to the elective requirements for the degree. Pass/Fail.*

MBA 693 Cross-Cultural Management

This course provides an overview of opportunities, problems, and techniques involved in managing organizations in a cross-cultural context. Students will utilize frameworks and tools to assess the impact of skills, behaviors and management style on cross-border interactions and operations. Students will develop plans for individuals and organizations in cultivating a global mindset for effective leadership across cultures. Cross-listed with TOD 624. Prerequisites: None. **3 hrs**

MBA 695 Independent Study

This course requires independent reading and investigation of literature relevant to a specific topic or area of business. Students must complete and have approved a proposal for an Independent Study prior to registration for this course. **1-3 hrs.** *This course may be repeated up to 6 credits.*