

MBA Course Descriptions

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. Cross-listed with TOD 600. Prerequisite: None. Credit: 3

MBA 603 MBA Residency

This residency is a required session held either in Charlotte, NC or virtually. The purpose of this residency is to provide students with active learning experiences centered around career preparedness, professional communication and networking. The course may be repeated up to 6 times. Credit: 0.

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: None. Credit: 3

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: none. Credit: 3

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: none. Credit: 3

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: none. Credit: 3

MBA 660 Strategic Leadership

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 602, 605, 625, 630 and 635. Credit: 3

Electives

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. Credit: 3

MBA 620 Leading and Managing Organizations

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. Credit: 3

MBA 622 Understanding Social Identities

Understanding Social Identities: This course broadly explores definitions of the self and how different social identities develop, change, and overlap with each other across the lifespan. Using both theory and a large body of empirical research, we investigate how our own sense of self as well as our perceptions of other people's identities guide behavior. Guiding questions such as "what does identity mean?" and "how is identity legible?" and "how are national identities formed?" lead to more advanced explorations into the social and cultural influences, uses and ramifications of identities, their performance and their representation. Students explore from a variety of disciplinary perspectives the complex relationships between the formation of group and individual identities and representations of identity within and across categories such as race, class, gender, nation, dis/ability, citizenship, and sexuality in the context of the workplace. Prerequisite: None. Credit: 3

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: none. Credit: 3

MBA 645 Corporate Governance and Ethics

This course focuses on the practice of corporate governance and ethical behavior. Students will deepen their understanding of the legal and ethical responsibilities of shareholders, board of directors, and management of a

corporation with the goal of learning to develop a sound corporate governance framework. Students will analyze and discuss cases and real-world situations to better understand the interplay between law, ethics, corporate governance, and social responsibility in the context of business and public policy. Prerequisite: None. Credit: 3

MBA 649 Inclusion & Engagement in Organizations

This course is designed to provide business professionals with the skills required to effectively develop, manage and lead an inclusive and engaged workforce in the 21st century. A review of human differences provides a basis for understanding the causes of prejudice, stereotypes, discrimination, unconscious bias, privilege, inequity, intersectionality, etc. An analysis of the different eras of workplace diversity (early years, value diversity era and the third era) illustrates the developments which have taken place. The course utilizes applied activities to evaluate current practices and develop the skills required to design inclusive work environments, facilitate constructive dialogue, address microaggressions, promote psychological safety and adapt communication styles to foster engagement. Last, the course will explore inclusive leadership strategies that promote a sense of belonging, enhance employee satisfaction, improve employee retention, engagement and organizational effectiveness. Students are advised to complete Understanding Social Identities (TOD 622/MBA 622) and/or Cross-Cultural Management (MBA 693/TOD 624) prior to enrolling in this course. Cross-listed with TOD 649. Prerequisites: None

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. Credit: 3

MBA 651 Stakeholder/Client/Relationship Mgt

This course is designed to provide professionals with the knowledge, skills, and tools to effectively work with others, both inside and outside of their organization. Students will engage in a host of micro and macro business processes, including stakeholder identification, persona analysis, stakeholder management, and stakeholder engagement. The course topics include emotional intelligence, communication styles, interpersonal skills, and an audience-focused approach. Cross-listed with TOD 651. Prerequisites: None.

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. Credit: 3

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. Credit: 3

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. Credit: 3

MBA 664 International Financial Management

This course covers international financial management topics including exchange rate determination, interest rate parity and purchasing power parity relationships, international Fisher Effect, transaction and operating exposure, forward markets, hedging with futures and options, international financial markets, and international cost of capital, capital budgeting, and capital structure. Prerequisite: MBA 635. Credit: 3

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. Credit: 3

MBA 672 Introduction to Coaching Theories

This course examines the foundational disciplines on which the practice of coaching is based and the applicable theories and methods. Students will engage with key theories and methods while gaining practical coaching skills, including contracting, active listening, powerful questioning, goal setting, and action design. Additionally, the course includes writing coaching agreements and emphasizes ethical practices in coaching. Prerequisite: None. Credit: 3

MBA 673 Advanced Coaching Theories

This course is dedicated to the development of advanced coaching skills, allowing students to enhance their expertise through both in-class and practical, real-world practice. Emphasizing the alignment of these skills with the International Coaching Federation (ICF) competencies, this course prepares students for the ICF credentialing assessment. By the end of the course, students will have a deep understanding of advanced coaching techniques and be well-equipped for certification. Prerequisite: MBA 672. Credit: 3

MBA 674 Coaching Practicum

This course offers students the opportunity to engage in hands-on coaching experiences in real-world settings. Students will work independently with a client to deliver an intensive coaching consultation, applying their knowledge and skills in a practical context. Additionally, the course will focus on developing group coaching techniques, allowing students to refine their ability to facilitate coaching in both one-on-one and group environments. By the end of the course, students will have gained valuable experience and insights into the dynamics of coaching in various contexts. Students may repeat the course up to three times, if desired. Prerequisite: MBA 673 with a grade of B or higher. Credit: 3

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 635. Prerequisite: None. Credit: 3.

MBA 680 Leadership Skills & Techniques

This course provides knowledge and skills to be effective leaders and managers in the evolution of successful organizations. Students examine a wide range of leadership theories and practices to analyze and lead today's successful companies and teams, such as political acumen, crisis management, leadership styles, strategic planning and conflict resolution and negotiation. Additionally, students determine key factors involved in sustaining organizations. Cross-listed with TOD 650. Credit: 3

MBA 681 Prin Talent and Org Development

This course provides an overview of talent and organization development, including its history, ethics, literature, and the principal 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. Credit: 3

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. Credit: 3

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. Credit: 3

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. Credit: 3

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. Prerequisite: MBA 620 or MBA 681. Credit: 3

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. Prerequisite: None. Cross-listed with TOD 620. Credit: 3

MBA 687 Entrepreneurship: New Venture

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: none. Credit: 3

MBA 688 Global Business Strategy

This course addresses the opportunities, problems, and techniques involved in developing and implementing business strategy in an international context. Students will analyze frameworks and strategic tactics for effective transnational operations and develop recommendations for entering new markets. Prerequisite: none. Recommended: MBA 640 and MBA 660. Credit: 3.

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. Credit: 3

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. Credit: 3

MBA 691 International Experience

During this course, students participate in a "hands-on" OD effort in collaboration with an international OD program in a country or countries in Europe, Asia, Africa, Latin America, or North America. Course

requirements include attendance at pre-trip seminars and completion of all course assignments after the conclusion of the travel experience. Cross-listed with TOD 652. Prerequisite: None. Credit: 3

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 coursework. The McColl School must approve an internship placement. This course may be repeated for up to 6 credits. No more than 3 credits may be applied to the elective requirements for the degree. Prerequisites: Completed at least 6 credits in the degree and maintained a 3.0 or higher GPA. Credit: 1-3

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. Prerequisite: None. Credit: 3.

MBA 694: Innovation, Change & Entrepreneurship

This course provides a comprehensive theoretical grounding and a practical toolkit to effectively manage startups and entrepreneurial teams within dynamic and innovative settings. The subject matter encompasses the recognition and assessment of opportunities, initiation strategies for startups, determining the value of a business, crafting comprehensive business plans, attracting key stakeholders, securing funding for the venture, overseeing the expansion of the business, and devising exit strategies. Real-world insight is offered through case studies and guest presentations by entrepreneurs and venture capital partners. Prerequisite: MBA 687. Credit: 3.

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. This course may be repeated for up to 6 credits. Credit: 1-3