

# Gonzaga MBA Electives

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Gonzaga MBA students complete approximately a third of the program (10 credits) in elective coursework, allowing the flexibility to tailor the program based on personal and professional goals. Students may choose to pursue an MBA of choice (general MBA) by designing their own personalized program with elective credits from multiple disciplines. Alternatively, students may choose to earn a Finance or Project Management concentration.



Below is a robust sampling of electives currently offered in the program.

## Accounting

### **Business Behaving Badly**

This course examines the psychological and behavioral problems faced by managers. Students will study job burnout, budgetary slack, and the potential unintended consequences of using accounting numbers in incentive systems.

### **Other Issues in Managerial Accounting**

This course focuses on a number of issues related to strategic and cost accounting – an essential skillset for any manager with profit and line responsibilities. Topics will include the strategic management of costs, quality, and time; capital expenditure decisions; and allocating costs to responsibility centers.

## Economics

### **Current Events and Economics**

This class covers current events and their interaction with economics. The focus will be on the economic policies of the new administration along with news events selected by the professor and events of interest to the members of the class.

### **Applications of Behavioral Economics**

This course will examine developments in the exciting field of behavioral economics. Behavioral economists study how human behavior motivates decision patterns, consumer actions, and the movement of markets. A better understanding of the connections between behavior and economic action is a valuable tool for any manager confronting modern economic problems.

### **Economic Indicators**

This course will explore economic indicators, their background, and their applications. We will cover major US economic indicators such as employment, consumer spending and confidence, prices, productivity, wages, etc. as well as International economic indicators frequently used in the understanding of economic shifts, business policy, and government action.

### **Sports Economics**

Explores the economic incentives present in professional and amateur sports. Specifically, the business of sports is examined including: revenue maximization, ticket pricing, league structure, stadium financing, advertising, labor relations/player pay, federal anti-trust exemptions, and Title IX.

# Entrepreneurship

## Entrepreneurial Finance

This class begins with an overview of strategic planning, business plan development, and business system implementation for startups and small businesses. The course will then provide thorough explorations into liquidity management, capital planning, key performance indicator (KPI) metric dashboards, mergers, and business exit planning. Students will learn common weaknesses in small business financial management and methods to address these weaknesses.

## Failure

For decades, researchers and practitioners have been struggling to make sense of failure – an essential part of the entrepreneurial process. Recently, a body of scholarship has emerged that focuses not just on the incidence of failure (an important consideration, but one that is made far too much of), but also on the causes and results of failure. In this class, we look at five distinct dimensions of the failure process to better understand why failure happens, what we experience when we fail, how to learn from failing, how to apply failure to success, and how others experience failure around us.

## Gladwell on Entrepreneurship

Over the last two decades, Malcolm Gladwell has revolutionized the way we think about ideas, the world around us, and ourselves. In this course, we will examine, in depth, Gladwell's three most important books and reflect on how they contribute to our understanding of entrepreneurship. How do ideas become opportunities (The Tipping Point)? How do we think creatively without thinking? (Blink)? How does success take shape (Outliers)? In examining these books, we will learn a great deal about new ideas, and, hopefully, a great deal about ourselves.

## Persuasion and Sales

We are all salespeople, all the time. This course will examine what it takes to connect with and sell individuals on ideas. We will begin with an understanding of persuasion, including theories of rational and irrational consumers, progress to an understanding of how to motivate and connect with customers, and end with an examination of the process of selling. Projects will focus on connecting with an audience, crafting a sales pitch, and off-the-cuff selling experiences.

## New Venture Creation

This class is about entrepreneurship. "Entrepreneurship" is a term that has been applied to a wide variety of activities, contexts, individuals, and actions. From my perspective, entrepreneurship is the study of bringing new ideas to life – conceiving, creating, building, growing, and sustaining new ideas. This can take the form of a new venture (the media's conception of "entrepreneurship"), the development of a new idea within a corporate or organizational context (what we call "intrapreneurship"), the development of new ideas within a socially-motivated and driven context (social entrepreneurship), or any number of alternative forms. We tend to spend a great deal of time focused on the "what" of entrepreneurial activity without considering the "why". In this course, we will spend a great deal of time thinking about and discussing both the motivation to pursue new ideas and the practical steps required to explore new ideas, identify a market for them, motivate others to pursue your idea and create an organization, and sustain your organization to ensure growth and success.

# Ethics

## The Structure and Management of Work

This course will be devoted to study of meaningful work and how to manage for it. Specific topics will include: (1) what is meant by "meaningful work," (2) the ethical dimensions of meaningful work, (3) the right to meaningful work, and (4) how meaningful work can be created and managed for.

## Ethical Issues in Hiring & Employee Evaluation

This course is devoted to the study of a set of applied ethics concerns in the field of business. This semester we will focus on issues related to the setting of terms and conditions for work. Two such issues we will cover are (1) the use of performance reviews/evaluations and (2) the use of "fit" as a criterion for hiring. The class will decide upon the remaining two issues during the first class session.

## Ethics in Finance

This course is devoted to the study of those ethical principles and frameworks which should inform the decision-making process of those occupations engaged in the finance industry, and how those principles apply more specifically to the work of finance occupations like stockbrokers, mutual fund managers, corporate financial officers, and others. The course will be anchored in a set of case studies.

## **Ethics in the Information Age**

Modern organizations have more access to information – about their employees, their customers, and their markets – than at any point in history. What are the duties of firms to manage that information, safeguard, and communicate with stakeholders when breaches of trust occur? This course will explore the responsibilities organizations have in the digital age. The course will be anchored in a set of case studies.

## **Finance**

### **Advanced Corporate Finance**

The course covers both the theoretical background and practical implications of the central issues in corporate financial management, including capital structure decisions, dividend payout decisions, and asset valuation. Real options are considered as an enhancement to traditional capital budgeting methods. Also, issues related to security design are covered.

### **Financial Statement Analysis**

This is a short course introducing managers to the benefits of analyzing financial statements. The main objective is to improve students' familiarity with and competence in understanding an organization's current and past performance from applying various qualitative and quantitative analysis techniques.

### **Cybersecurity Issues for Managers**

From foreign hackers to spear-phishing to distributed denial of service attacks, cyber threats abound. As business has moved online, so have criminals. This course will provide a general survey of cybersecurity issues for non-technical managers and executives. Particular focus will be placed on understanding core security concepts and the exploring the decisions general managers may need to make to respond to, or avoid, a cyber-security attack on their businesses.

### **Enterprise Risk Management**

Businesses and organizations face more and diverse crises today than in the past. In today's connected environment, disruptive events can adversely affect an organization, hampering its ability to meet its business and strategic objectives. Using traditional approaches to risk management focusing on operations only can cause losses and the inability to reach these objectives. Enterprise Risk Management (ERM) is an approach that helps businesses and organizations understand and take into account the broader range and different types of risk they confront, in order to achieve better results. This course will provide a general overview of ERM, with particular focus on understanding the process and employing it.

### **Advanced Modeling with VBA**

This course is designed to develop skills in Visual Basic for Applications (VBA) in order to create custom business models, interactive decision support systems, and simulation analyses in Excel. Students will learn to design and execute practical, decision-making and planning tools using VBA. This course has the following objectives:

- Transform the student from a spreadsheet user into a spreadsheet engineer.
- Master enough Visual Basic for Applications to create front-end and back-end applications that can make spreadsheets appear to be nearly professionally developed software.
- Learn to formulate, solve, and interpret practical decision-making and planning models using spreadsheets.

### **Valuation**

How do we place a value on the economic return of a project? How do we value a business and its total body of work, assets, and opportunities? Business valuation is an essential skill for managers seeking to understand their firms' value in the marketplace and their opportunities through acquisition and partnership. This course will cover three basic approaches to business valuation including dividend discount models, free cash flow and comparable firm techniques.

### **Mergers and Acquisitions**

This class includes coverage of merger types, their characteristics, and motivations for mergers. The market for corporate control will be introduced, as will the agency problem and how it relates to merger activity. Principles of valuation will be applied to takeovers and some examination of merger law, corporate governance reform, and the scholarly research of M & A's will also be included in the course.

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### **The Mortgage Crisis of 2008: Causes, Solutions, and Impact**

The banking crisis of 2008 and 2009 was one of the most dramatic episodes in the economic, political, and business history of the United States and provided ample evidence of the degree to which the financial sector influences the American and world economy. In this course, we will explore the banking industry – specifically the mortgage and asset valuation markets – prior to

2008, analyze the crisis and the responses of government and business entities, and look at the post-crisis effects on asset valuation and securitization. How did the crisis impact how we value assets in the marketplace? Did we learn anything from the mortgage bubble? Who was most affected by its fallout, and how do we retain the benefits of our asset securitization system without risking another near system collapse.

## **Forecasting**

Understanding how to use and present data effectively is an important tool for managers. This course focuses primarily on using data currently available to forecast future trends such as forecasting demand, sales, employment trends, and economic indicators. Forecasting primarily involves the technique of multiple regressions analysis. Students will learn how to build regression models to analyze data and how to interpret the results. Case problems and data will provide practical experience.

## **Foundations of Real Estate**

The real estate industry has a variety of players including real estate agents, mortgage lenders, appraisers, escrow attorneys, property managers and title companies. In this course, students will learn the various roles and responsibilities for each segment of the industry including agency, licensing and fair housing laws. Students will understand the real estate valuation and appraisal process, along with various methods of financing, included the foreclosure and redemption process. Additionally, they learn the language of real estate investments and how to evaluate various property types.

## **Real Estate Investments**

This course is an introduction to real estate finance and investments and is intended to promote and develop critical thinking and problem-solving skills within the context of real estate investments. Course objectives are three-fold:

- The first is to provide an overview of the language, products, historical background and core concepts in real asset investment and management. After taking this class, you will become familiar with the range of property businesses and the range of roles assumed by individual managers and entrepreneurs.
- The second objective is to teach a set of analytical tools and decision-making techniques that are specific to property asset valuation and management. Financial analysis and modeling methods commonly used in the industry are introduced, along with a broadly applicable framework to guide case analysis at strategic and tactical levels.
- The third objective is to discuss methods of financing real assets and the structure and purposes of the capital markets involved in property assets. During the last fifty years, substantial changes have occurred in how property in the U.S. is capitalized. Major developments, such as Commercial Mortgage Backed Securities (CMBS) and Real Estate Investment Trusts (REITS), have occurred only within the last fifteen years. After taking this class, you will be able to make sound decisions as to how to invest in real assets.

## **Investments**

This course covers the fundamentals of security valuation and analysis, market efficiency, the scientific evidence surrounding investment strategies, and the relationship between risk and return. Trading mechanics, types of trades, and alternative investment vehicles will be discussed.

## **Sustainable Business**

This class includes both the evaluation of financial performance via financial statement and ratio analysis as well as planning for growth and external financial requirements. The derivation of pro-forma statements, cash budgets, and credit analysis and policy, will be covered as will means for evaluating financial alternatives available for meeting a corporation's funding requirements.

## **Derivatives**

The class focuses on futures, forwards, and options on common stock and foreign currencies. Institutional aspects of derivatives markets, as well as factors influencing the value of these contracts are studied. In option valuation, the Black-Scholes-Merton option pricing model and the Binomial tree model of option valuation are covered in detail. Various portfolio strategies using combinations of call and put options to exploit investors' expectations of future asset prices are also covered.

## **Management**

### **Leadership Resilience**

Leadership today requires a demanding skillset, which includes flexibility, resourcefulness and the ability to be agile in the face of disruptive change. Leadership resilience is key to meeting that demand and achieving the next level of excellence. In this course, you will learn to build leadership resilience by developing a growth mindset through exploration of your self-awareness, self-management and an understanding of how to utilize your ability to persevere regardless of the circumstances of your current reality. Building resilience has become a vital tool in the skillset of leaders at any level, in any industry as we experience the accelerated nature of change.

## **Conflict Resolution**

Conflict is inevitable in the constantly changing environment of today's workplace. Leadership effectiveness is determined by a number of essential skills, but no skill is more important than the ability to effectively manage conflict. Through this course, you will learn to assess your conflict handling style and gain a clear understanding of the most effective way of using your style in conflict resolution. High performing organizations are looking for leaders with the skill set to professionally deal with various interpersonal conflicts with minimal disruption to productivity. The primary focus of this course will be in applying effective communication skills and conflict resolution strategies to realistic scenarios that occur in your organization. The course will include interactive case studies, team discussions, application of practical techniques and individual exploration of conflict handling styles.

## **Servant Leadership**

A key component of the many successful companies is their adoption of the concepts and practices of servant leadership. Servant leaders strive to build systems that reinforce the role of each member of the organization and manifest their leadership abilities in the development and promotion of others. In this course, we will explore servant leadership, examining companies that utilize this philosophy in building their culture, employees and organizational structure. Discussions will also explore which methods and approaches best position companies for growth.

## **Performance Appraisal**

How do we measure success in the workplace? How do we identify and reward the abilities of others? How do we address weaknesses and plan for improvement? How do we encourage and invest in professional development? This course will explore how to develop, implement, and build upon a robust system to evaluating your employee's talent.

## **Global Staffing and Selection**

The primary objective of this course is to introduce you to global staffing. To do that we will cover the basic principles of recruitment and selection incorporating global principles, concepts and best practices to identify the key variables in identifying and training a global workforce.

## **Negotiations**

This course focuses on the science and the art of negotiation. It will combine lecture, case, and experiential techniques in introducing the student to such topics as preparation for negotiation, the role of emotion in negotiations, and negotiating in teams.

## **Team Building**

This course will focus on work group dynamics, the opportunities and threats involved with group work, leadership of small groups, and team training and development. Individuals will complete pre- and post-class assignments. During the class, students engage in exercises, simulations, reflections, and discussions regarding to application of research suggestions in the field of team dynamics.

## **Law of Business 2.0**

This class is designed to demonstrate that the Law and the operation and administration of Business are inextricably connected and that by understanding certain principles of law as applied to business you will be more effective in your business, irrespective of your level, and you will improve your awareness of legal rights and responsibilities.

## **Law of Business 2.0—"Parading the Horribles"**

This course will continue that examination of the intersection of law and business, but will turn the focus to the potential legal challenges facing businesses, opportunities to view business challenges through a legal lens, and methods to assess the overall legal health of your organization and the industry it is part of. This is a continuation to Law of Business 2.0.

## **Image and Reputation Management**

Whether it's personal, or professional everyone has an image. We have a self-image and an image of what others have of us. Over time we develop a reputation. What does yours say about you, and/or your business? Whether through social media, personal interaction, or word of mouth your image and reputation can determine whether you prosper or not. This course is designed to support you in your endeavors to build, maintain, and even repair your personal and professional image and reputation. Major topics will include: self-assessment, redemption, creating and maintaining an image and reputation that will benefit you as an individual and professional. You will be given the tools of success from guest speakers, including famous sports figures, politicians,

and members of the media who have either gained notoriety, fallen from grace, or redeemed themselves by repairing and improving their image and reputation.

### **Core HR Issues for all Managers**

Core Issues in HR examines concerns central to managing people in organizations. Several topics reflect enduring struggles such as getting a place on the organization's strategic team and aligning HR practices with organizational mission, culture, and business objectives. Other topics are rapidly changing and demand more time from managers than ever before such as work-life balance, generational conflict in the workplace, managing presenteeism (i.e., Internet surfing among employees), and telework. This course is designed to give non-HR professionals useful insight into the HR function and tools to leverage HR knowledge in their own workplaces and careers. The course also provides HR professionals with an opportunity to engage with research on challenging topics they encounter every day.

## **Management Information Systems**

### **Analytical Toolkit for Business Managers**

In the age of big data, business professionals are expected to make data-driven decisions and take action on data. The purpose of the course is to equip students with basic concepts, skills and techniques of selected technologies in the rapidly expanding field of information systems. Starting with a brief introduction to big data, data science, and business analytics, the course will proceed to focus on the development of skills of using data analysis tools. By working on small projects in class, students will learn a set of self-service business intelligence tools that meet the needs of business managers with limited IT backgrounds.

### **Applied Data Science with Python**

The purpose of the course is to introduce students to the field of data science and its potential applications to their jobs with the hope to inspire them to develop an interest in data science. Beginning with a brief introduction to basic concepts of data science and to an enterprise business intelligence architecture, the course proceeds to discuss major categories of business problems that data science is intended to address, to present the cross industry process for data mining (CRIPS DM), to discuss data pre-processing tasks, and to develop skills for using essential machine learning libraries of Python.

### **Power BI**

In the age of big data, business professionals are expected to make data-driven decisions and take action on data. The purpose of the course is to equip students with basic concepts, skills and techniques of selected technologies in the rapidly expanding field of information systems. Power BI is an indispensable and multi-faceted platform for data analysis and manipulation. Students with a knowledge of Excel concepts (the use of pivot tables, data formatting, and functions) will be able to learn how to use this platform to manage their data needs and create dynamic and current decision-making tools.

## **Marketing**

### **Content Marketing**

A radical shift in our culture and communication practices has taken place in the last few years as a result of the explosive growth of Technology, including Social Media. This impacts far more than just how we network personally! From a business perspective, as our consumers practices change, this means that there is an impact to: marketing methodology (shift from Outbound to Inbound Marketing), how we generate sales leads, customer support interactions, consumer expectations and engagement, corporate transparency, brand image, etc. This course will overview this change and help students learn how to engage with customers through digital media.

### **Creativity**

This course will examine the creative aspects of decision-making. Topics will include: (1) creativity and its enhancement, (2) stories as learning tools (3) group aspects of creativity, and (4) the "rightness" of decisions. The course objectives are (1) to understand how the creative aspects of decision-making fit into the overall decision-making process, (2) to become familiar with the creative features of decision-making, (3) to be exposed to current literature on creative decision-making, and (4) to enhance the creative aspects of students' decision-making.

### **Data Visualization**

The Internet has led to an explosion in the availability and the supply of data, but for many organizations and their managers, the presence of all this data is of little use without a system to understanding, analyzing, and applying it to managerial decisions. The objective of this course is enable students to use good design principles for visualizing data and to iteratively create better visualizations using open-source software tools, predominantly R.

## **Defending a Global Brand**

Brand is an organization's core identity – it is the most tangible definition of what an organization stands for in the eyes of its most important stakeholder – the customer. Brand identity is hard to build, hard to maintain, and hard to defend. In this course, we will examine what it takes to build a global brand, how we measure the success of brands and branding efforts, how global brands can have local impact, and strategies for defending a global brand identity in the face of ever-expanding competition.

## **Digital Marketing**

Marketing is the skill that blends the wants, needs, and preferences for your audience with the tools available to communicate with that audience. In 2018, many of these tools are digitally based. This course will focus on how to reach your consumer target with the appropriate digital medium. The class will also focus on the strengths and weaknesses of each tool. The power of digital advertising is that you can track and monetize everything for constant improvement; this course will offer the basic guidance for how to utilize analytics and where to find information that will optimize your marketing efforts.

## **Intuition and Whole-Brained Decision Making**

This course will examine the intuitive aspects of decision-making. Topics will include (1) the general decision process, (2) whole-brained decision making, (3) the use of intuition and affect in decision-making, and (4) the “rightness” of decisions.

## **Marketing Analytics**

In the age of big data, marketing and business professionals are expected to make data-driven decisions that drive revenue and influence quickly and effectively. The purpose of this course is to equip students with basic concepts, skills and techniques of measuring and analyzing marketing programs and creating frameworks for reporting success metrics. We will review various technologies in the rapidly expanding field of digital marketing and analytics for assessing web, email, digital ads, social, customer sentiment, brand awareness and promotions effectiveness.

## **Marketing for Success in International Markets**

The course starts with a brief overview of current trends in international trade and proceeds to facilitating students' knowledge of the essential practices of international marketing, including research, choice of the mode of entry, the adaptation of your products, advertising strategies, and managerial practices for success in international markets. The class will use experiential learning as well as the discussion of the current developments and the best practices in contemporary marketing to quickly build up students' skills that are essential for exporting.

## **Social Media Marketing**

A radical shift in our culture and communication practices has taken place in the last few years as a result of the explosive growth of Technology, including Social Media. This impacts far more than just how we network personally! From a business perspective, as our consumers practices change, this means that there is an impact to: marketing methodology (shift from Outbound to Inbound Marketing), how we generate sales leads, customer support interactions, consumer expectations and engagement, corporate transparency, brand image, etc. This course will overview this change and help students learn how to engage with customers through digital media.

## **Operations**

### **Data Analysis through SPSS**

This course will explore the analysis of data through SPSS – a powerful platform for a variety of data analysis and manipulation tasks. Students will build on the concepts introduced in MBUS 613 – Quantitative & Stats Analysis (this course is a highly recommended prerequisite) to understand how to dig deeper into data-driven decision-making.

### **Lean Thinking**

This course provides a focused perspective on lean applications in operations and management. The course extends the benefits of lean thinking outward from the factory floor to encompass the organization and supply chain. The principles of lean thinking are applied to make-vs-buy decision, product and process design, relationship and organizational management, service operations, and environment conscious operations. Methods

for enhancing a firm's core competencies by identifying and eliminating waste are presented along with recommendations for building a lean organization and an integrated lean supply-chain.

### **Supply Chain Management**

This course will cover topics related to designing and managing supply chains, from incoming raw materials to final product delivery. Students analyze and diagnose supply chains for strategy, organization, process, technology, business models, best practices, and information and product flow. Students will examine effective supply chain strategies involving logistics, transportation, physical

distribution, order processing, materials flow, warehousing, distribution network design, procurement and supply management, supply base risk management, and global logistics. The class format includes lectures, case discussions, and group project. The cases will feature high-tech companies as well as firms in more traditional industries such as apparel and manufacturing.

## **Project Management**

### **Foundations of Project Management**

This course will introduce the fundamentals of effective traditional and agile project management, present industry standards and best practices, and provide guidance on becoming a project management professional. Students study modern organizations' project management reliance to ensure organizational strategies and objectives are realized.

### **Risk Management**

This course focuses on integrating risk management processes and change management methods as fundamental project management essentials. Using project risk management best practices, students will develop a risk management plan to identify, analyze, and determine risks and their impacts while applying qualitative and quantitative methods to plan, control, and monitor risks and opportunities. Students will plan and respond to change by implementing control processes using change management theories to increase the probability of a successful project.

### **Communications Management**

This course introduces verbal and written communication management strategies vital to successful project stakeholder management. An overview of critical communication and conflict resolution issues encountered by project managers and the methods to negotiate and resolve conflict is studied and practiced. Students will learn how to create a communications management plan and identify stakeholders to facilitate timely, effective communications to expedite the decision-making process. Through application, students will learn how to provide clear, concise, and complete communications using the appropriate channels to the right audience to manage negotiations and lead successful domestic and global projects.

### **Global Project Management**

This course studies global project management and global team management through practical application and international case analyses. The course explores how individuals, groups, and organizations can impact global businesses in areas such as environmental factors, cultural and national differences, outsourcing and third-party contracts, communication and technology barriers, and virtual project management.

### **Agile Project Management**

This course examines agile principles and practices and how to successfully blend agile and traditional project management methodologies in multifaceted projects. Students develop an agile mindset in this course and explore methodologies used for high-risk, shifting requirements, or substantial uncertainty to effectively respond to project changes. Students will learn about DevOps and continuous integration approaches common in IT and high-tech industries.

### **Managing Complex Projects**

In this course students will study the aspects contributing to a project's complexity, risk, and uncertainty. Students will learn and apply techniques to create a realistic action plan to begin a complex project and keep it on-track. Students will understand that large, complex projects involving hundreds of resources require tools and approaches that scale up to be successful.

### **Contract Management & Procurement**

This course focuses on the current principles and practices used in managing project procurements and contracts. The course studies types of contracts; contract terms and conditions; local, national, and international contract laws; procurement management plan; state of work (SOW); request for proposal (RFP); and ethical and moral issues.

### **Quality Management**

This course introduces students to Project Quality Management (PQM) and the required processes to plan, manage, and control both project and product quality requirements. Quality Management is the discipline of managing quality processes in organizations to limit variation and achieve maximum customer satisfaction at the lowest possible overall cost. The course studies how continuous improvement activities support stakeholder's objectives while identifying quality requirements and/or standards (plan), translating or breaking down the quality management plan into executable activities (manage), and evaluating the quality management activity results (control).

### **Decision Making for Managers**

This course introduces students to various tools and techniques used for managerial problem solving and decision-making. Possible



course discussion topics include: decision-making framework, mapping techniques, problems identification tools (such as root cause analysis and theory of constraints), and analytical tools (such as sensitivity and decision tree analysis, optimization techniques, and scenario evaluation). Attaining decision-making tools and techniques, current and future managers will be able to analyze a problem and determine the best course of action for resolution.

### **Team Building Intensive**

This weekend-intensive course will focus on work group dynamics, the opportunities and threats involved with group work, leadership of small groups, and team training and development. Individuals will complete pre and post weekend assignments. During the weekend, students engage in exercises/simulations, reflections, and discussions regarding the application of research suggestions in the field of team dynamics. Additionally, a service event is required outside of class (instructions given during class).

### **PM Special Topics**

Various current topics will be offered as they deem relevant and to keep up to date with the latest trends.

### **Applied Project Management: Simulations, Case studies, and Computer Applications (Capstone)**

This capstone course provides an opportunity for students to apply the project management skills acquired in the MBA PM concentration. The course focuses on applying project management theories in leadership, team building, group dynamics, decision making, communication, contracts, and negotiation. Students will use actual workplace project scenarios with a project management information system (PMIS) to initiate a project and evaluate project processes through a project life cycle -- from inception to completion -- while managing deadlines, administering communications, reporting performance results, and generating deliverables. Students will study project management case studies and participate in simulations in order to apply project management principles and methodologies to critically analyze real-world project management.

### **Internship (applicable to all areas)**

Relevant work experience is required that is commensurate with the student's professional interests. Guidelines and criteria are available from the Program Director and/or the academic advisor.