2022-2023 MS-Management Course Descriptions

MGMT 4202: Leading Self   **Fall 2022**
Instructor: Dennis Wittmer   **MW 2-3:50p**

COURSE DESCRIPTION:

The purpose of this course is to provide insight into why and how sustainable desired change occurs at the level of individual human/social interaction. This course will focus on providing students the critical skills to "lead the self" towards personal/professional goals as the context for studying intentional change. Students will revisit assumptions held about themselves as they develop intentional strategic approaches to identify career opportunities in their selected fields and lead the self towards the accomplishment of professional objectives.

COURSE RATIONALE/TOPICS/FORMAT:

Change, and in particular intentional or desired change, occurs through a series of five discoveries or emergence conditions. Understanding these discoveries is pivotal for self-leadership and sustained desired change. In this course, students will learn about these discoveries and use assessment materials, analytical tools, and theory to develop a plan of action that will support sustained growth towards personal and professional objectives.

LEARNING OUTCOMES:

At the most general level, this course challenges students to learn how to systematically identify and pursue personal and professional objectives. It provides theory, tools, vocabulary, and assessments for evaluating and deciding on the most important next steps to turn personal and professional dreams into reality. Accordingly, learning outcomes in this course are largely dependent on application of course content to the student's lived experiences, passions, and objectives. Specific learning outcomes include:

- Students have a thorough understanding of intentional change theory, including the five phases of intentional change and their importance for self-leadership and sustained and desired change.
- Students can evaluate their passions for insights pertaining to personal and professional growth.
- Students can conduct a balanced assessment of their internal strengths and weaknesses.
- Students can assimilate current strengths/weaknesses with their passions to formulate a precise understanding of necessary changes needed to make desired change.
- Students can leverage the knowledge and wisdom of stakeholders in their lives to elevate their likelihood of achieving personal and professional goals.

2022-2023 MS-Management Course Descriptions

MKTG 4100: Marketing Concepts   **Fall 2022**
Instructor: Yashar Atefi   **MW 12-1:50p**

COURSE DESCRIPTION:

This is a newly developed, hands-on course that is part of the Master of Science in Management degree in the Department of Management. It uses a fresh integrated approach to applying the fundamentals of marketing to complex and evolving scenarios. This course also helps graduate students learn skills in a safe environment and leverage their experience and knowledge to investigate business situations and opportunities in a thoughtful and sophisticated manner. This course develops a student's ability to make sound business planning decisions using marketing theories and tools.

5 SIGNIFICANT LEARNING IMPACTS:

A year (or more) after this course is done, I hope that you will have a:

1. Heightened Curiosity – from self-awareness, insight, and enjoyment. "I want to know more."
2. Rising Confidence – from tools, effort & creativity. "I can do that, let me roll up my sleeves."
3. Growing Comfort – from managing ambiguity, stress, and ethical challenges. "It'll be alright; we can figure this out."
4. Heightened Ability to Solve Problems – from rigorous inquiry and imagination. "I have a fresh idea, what if...?"
5. Remember why I said, "Marketing is the Center of the Universe".

LEARNING OUTCOMES:

After successfully completing this course, students will be able to:

1. define marketing by unpacking elements which are sometimes hidden or not obvious.
2. analyze the internal and external environments in which a firm operates for a purpose.
3. reflect on opportunities to learn and become self-aware.
4. identify the influences on and steps involved in the consumer decision process.
5. segment a market, select and target an appropriate market, and position a product.
6. use creativity and imagination to develop new ways of thinking and problem solving.
7. use secondary research to scan the environment, gain knowledge of a specific industry, and refine the marketing mix factors for your business idea.
8. identify and explain how customer value is developed and maintained for a specific purpose.
9. analyze segmentation data and develop coherent segmentation strategy.
10. synthesize and evaluate marketing data to solve problems and make business decisions.
11. practice and exhibit professionalism always with classmates and professor.
12. demonstrate your overall knowledge, understanding, and skills by:
    • preparing for class in a thoughtful manner (including all readings)
    • participating fully in class discussions and workshops

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- completing quizzes with competence; and
- completing written assignments as required

INFO 4401: Business Analytics Fundamentals   **Fall 2022**
Instructor: To-Be-Determined   **TR 10-11:50a**

COURSE DESCRIPTION:

Business Analytics is a broad term that describes the process of using data to make business decisions. Data driven business decisions are both critical in modern business and hard to produce with reliable outcomes. This course introduces students to decision-making using probability and other statistical techniques to support and validate the chosen decision. Students will practice hands on business analytics skills for making data driven business decisions.

LEARNING OUTCOMES:

At the end of the course, students will be proficient in the use, implementation, and application of the following statistical techniques and analytic modeling methodologies:

1. Use basic probability and statistics to make reliable business decisions.
2. Utilize sampling and statistical inference to help determine support for business decisions.
3. Use statistical modeling techniques to predict and explain relationships that affect business decisions.
4. Illustrate the results of modeling and analysis to a decision maker in a way that would support the decision-making process.
5. Utilize and develop critical thinking and problem-solving skills to product a business decision from a dataset.

REQUIRED MATERIALS:

- Software:
    - Excel with Analysis ToolPak: Get latest version from Office 365.du.edu if needed
    - Tableau: Student edition (https://www.tableau.com/academic/students)
    - Piktochart: We'll get everyone set up with an account in class
    - Piazza: Sign up in Canvas or http://piazza.com/du/fall2019/info44011
- Linkedin Learning access through DU: https://lnkd.in/gQ2pymk
- Textbook: We will be referring to the book Open Intro Statistics, 4th Edition by Diez, Barr, Cetinkaya-Rundel. This book is available for free download from https://www.openintro.org/stat/textbook.php?stat_book=os or for $15/$20 from amazon.com. The paper version is optional, the pdf is the minimum required.

2022-2023 MS-Management Course Descriptions

BUS 4445: International Business   **Fall 2022**

Instructor: Doug Allen   **TR 12-1:50p**

COURSE DESCRIPTION:

The centerpiece of the International Business course series is the Global Leadership Experience (GLX) taking place in between Fall and Winter quarters. GLX involves travel to an overseas location where students have the opportunity to interact with business, government, academic and/or NGO players while exploring global leadership challenges and engaging in research to support their field project. Although locations may differ, each GLX is designed to offer students a deep cross-cultural experience and an opportunity to examine first-had, global business activity in field locations.

The operation of a far-flung global enterprise imposes special demands upon its leaders including the ability to manage teams and far-flung operations spanning national borders. International Business is designed to introduce students to global leadership issues including, current trends in globalization, the challenge of working and leading across cultures, the increasing importance of emerging markets, and the actions and strategies that can be employed to successfully lead a global firm. Additionally, International Business will prepare students to take full advantage of their time on the ground during their Global Leadership Experience. Additionally, students will begin work on a project that they will continue to develop while in their overseas location and complete during the winter break.

MGMT 4203: Leading Teams   **Winter 2023**
Instructor: To-Be-Determined   **MW 2-3:50p**

COURSE DESCRIPTION:

"Leading teams" is a graduate course to prepare students to provide formal and informal leadership to a team. Students will learn about the fundamental design principles of high-performing teams as well as common pitfalls that teams are subject to. Students will also learn about how to sustain team performance through effective information-sharing, decision-making, and conflict management. Students will also cover current topics in teams including virtual teams, team creativity and team-based innovation. This course is designed to stimulate student learning by letting students integrate abstract knowledge through concrete firsthand experiences.

LEARNING OUTCOMES:

By the end of this course, students will:
- Possess a proficient understanding of foundational team and group concepts.
- Possess a proficient understanding of team processes to sustain effective team performance.
- Create and use a personalized toolkit of team skills for effective team leadership.
- Apply their understanding of foundational team concepts to improve team performance.
- Implement effective team processes to produce high quality outcomes as teams.
- Recognize and consider the implications for ethics and sustainability of actions taken by teams and individuals in them.
- Recognize and consider the implications of multinational and multicultural members in teams.

ACTG 4610: Financial Accounting and Reporting   **Winter 2023**

Instructor: To-Be-Determined   **TR 10-11:50a**

COURSE DESCRIPTION:

In this course, students will gain a strong understanding of the financial statement issued by companies to external parties, such as shareholders and creditors. The course covers the fundamentals of accounting from recording economic events through the preparation of a company's financial statements. In addition, the course examines the complexity of accounting policy choices and the financial statement impacts of those decisions. Students will also gain significant experience analyzing Form 10-K annual reports of publicly traded companies.

LEARNING OUTCOMES:

1. Students will analyze the effects of transactions on the company's financial statements, record the transactions in the accounting records, and prepare the four basic financial statements.
2. Students will demonstrate knowledge of the basic generally accepted accounting principles (GAAP) that are applicable to the preparation of a U.S. company's financial statements and how those principles differ from International Financial Reporting Standards (IFRS).
3. Students will demonstrate knowledge of the financial statement implications of accounting policy choices.
4. Students will read and interpret the content of a company's Form 10-K, with an emphasis on the financial statements, notes to the financial statements, and Management's Discussion and Analysis.
5. Students will further develop business writing skills.

2022-2023 MS-Management Course Descriptions

MGMT 4304: Project Management for Leaders **Winter 2023**
Instructor: Don Halloran **MW 4-5:50p**

COURSE DESCRIPTION:

This course will introduce the student to the five process groups of a project - initiating, planning, executing, monitoring/controlling and closing. Students will learn the key components of each process group, to ensure a solid foundation and plan for a project. This course will take the student through the complete project delivery process, by which projects are consistently and efficiently planned, executed, and completed to the satisfaction of the clients, including "real-life" project management examples.

LEARNING OUTCOMES:

At the conclusion of this course, the student will be expected to:

- Demonstrate their Understanding of and Ability to Develop a Project Management Plan with Client Endorsement and Stakeholder Involvement.
- Demonstrate their Understanding of the Role and Responsibilities of a Project Manager.
- Demonstrate their Knowledge for Developing and Motivating an Effective Project Team.
- Demonstrate their Knowledge of Approaches to Developing a Work Plan, WBS and Budget.
- Demonstrate their Knowledge and Ability to Monitor Project Progress and Communications
- Understand how to Manage Project Costs, Changes and Project Risks.
- Demonstrate their Knowledge of How to Close a Project and Document the Key Decisions.

MGMT 4204: Leading Organizations   **Spring 2023**
Instructor: To-Be-Determined   **MW 4-5:50p**

COURSE DESCRIPTION:

In this experiential challenge-driven course, students will leverage their skills and further build upon their experience by analyzing a company, including the firm's mission, vision, and values, business model and financial health of the organization via the Spring Challenge. After finalizing the scope of the spring project, students will assess the firm's strengths and weaknesses using a series of tools and frameworks as well as identifying opportunities and threats in their respective industry. Synthesis in the course takes place when the student is able to provide strategic recommendations that generate added value and competitive advantage for the firm. Learning is facilitated through a work-shop atmosphere that uses case studies of industry leaders currently in the news that can then be applied to the project subject company.

COURSE RATIONALE/TOPICS/FORMAT:

Recent surveys of Fortune 500 executives found that when asked about the leadership skills needed in future leaders that they would hope would replace them at their company, one of the top skills mentioned was to be a strategic thinker. The rational was that you could teach the technical aspects of a business or industry but could not teach how to view the world in the future and how to position the company to take advantage of the environment that is yet to be identified.

LEARNING OUTCOMES:

At the conclusion of this course, the student will be expected to synthesize the elements of strategic analysis, leveraging the various tools, and apply them strategically to an organization or business culminating in the development of a comprehensive business and corporate strategy that can be articulated at all levels.

- Demonstrate and apply advanced knowledge of management and basic knowledge of business.
- Recognize ethical dilemmas in management and apply knowledge of ethical leadership in effective decision-making.
- Demonstrate professional communication and interpersonal skills to manage and lead people, processes, and projects.
- Use critical thinking skills, contextual and systems knowledge to analyze and solve problems innovatively.

MGMT 4303: Negotiations & Change   **Spring 2023**
Instructor: Cindi Fukami   **MW 2-3:50p**

COURSE DESCRIPTION:

Negotiations take place daily throughout our lives. Whether it is negotiating as a student with a professor on an assignment extension, a job candidate with a potential employer on salary and benefits, or a chief executive within an organization executing on its strategy, we must know how and when to leverage negotiating strategies and skills in order to achieve a successful outcome.

This course explores, through a variety of scenarios, real-world cases, simulations, and role-plays, how negotiators leverage their skills to execute on their strategies to either arrive at a satisfactory agreement or to simply back away from the negotiating table without a deal. Sometimes the best deal, is no deal at all. We will explore a number of perspectives including: (1) Definition and characteristics of negotiations, (2) Interdependence and Relationships of the parties, (3) Dynamics of conflict and conflict management, (4) Integrative negotiating process, (5) Negotiating strategy, (6) Ethical conduct, (7) Communications, (8) Negotiating power, (9) Multiple parties, groups, and teams in negotiations, (10) International and Cross-cultural, (11) and Best practices

LEARNING OUTCOMES:

- Analyze a negotiating scenario and plan how to execute a strategy to achieve the desired outcome.
- Apply the necessary skills in the execution of a simulation or role-play that results in a negotiated agreement or an agreement to go no further.
- Examine the dynamics of conflict and explain how one might manage conflict.
- Explain how ethics, international, and cross-cultural perspectives influence how a negotiation is executed.
- Compare and contrast a real-world case involving a negotiation and explain how each strategy differed in execution and result.

2022-2023 MS-Management Course Descriptions

FIN 4630: Managerial Finance   <u>**Spring 2023**</u>

Instructor: Michael Jacobs   <u>**TR 10-11:50a**</u>

<u>**COURSE DESCRIPTION:**</u>

Every organization must answer two extremely important questions: how do we acquire dollars and what do we do with those dollars? This course addresses the different sources of acquiring dollars, identifies the costs associated with each source, the benefits associated with the use of each source, and looks at the decision regarding how much of each source to use. The course addresses performance measures to determine how well the dollars have been spent and used and the decision-making techniques behind the decisions of exactly to what purpose the organization's dollars were spent and used. These are the financial decisions that any type of organization has to make with frequent ethical challenges in the context of an uncertain economic environment.

MGMT 4501: Springboard Tools I   **Winter 2022**
Instructors: Amy Jacobson   **TR 12-1:50p**

COURSE DESCRIPTION:

PowerPoint, Microsoft Word, Adobe, Excel, Outlook… we could hardly imagine doing business in today's world without them. CRM software will soon be regarded in the same essential way. As technology fundamentally shifts the focus of business to a completely customer-centered environment, the pervasiveness of CRM tools will only grow. Though many of these tools exist, Salesforce is one of, if not the most, prevalent CRM tools available in today's market.

Used by companies of all sizes and industries, Salesforce provides a suite of products that allow organizations to place their customers at the heart of their businesses, leveraging customer data to gain valuable insights, and provide the customer with a wholistic and seamless experience and interaction with the company's brand. Salesforce's CRM software provides products for the full spectrum of customer interactions, from sales to marketing, commerce to customer service.

There are several paths to developing Salesforce proficiency, ranging from a business (end) user of the product, to an administrator (someone who customizes the tool to meet business requirements), to a consultant (someone who implements Salesforce rollouts at organizations), to a marketer (an expert in Salesforce's marketing tools), and beyond.

COURSE OBJECTIVES:

The objective this Springboard class is to help develop your proficiency in Salesforce primarily as you might encounter it as a business user, including leveraging the data collected to inform decision-making, learn its applications from organizations who use it in their businesses every day, and explore the potential career paths in the "Salesforce ecosystem". We will also touch briefly on some of the beginning skills you would need if you dug deeper into the back-end of Salesforce. You will create and contribute to a profile in the Salesforce learning management system, Trailhead, which you can use to illustrate to future employers your competencies in Salesforce. You will also be able to attempt your first Salesforce credential, in the form of a Superbadge, for extra credit.

LEARNING OUTCOMES:

Completion This course is designed to expose you to Salesforce and how it is used to solve business problems, and provide you with hands-on learning opportunities in the Salesforce learning management system, Trailhead. By the end of this course, you will: have a clear idea of what CRM is, understand what Salesforce is and how it is used by a variety of organizations, have completed a series of modules and exercises in the Trailhead environment to practice and be able to illustrate Salesforce skills, and be able to explain how you might leverage a tool like Salesforce in your future organization.