

## **Accelerated MBA for Business Graduates**

### **Course Descriptions**

#### **MBUS 843 Leadership and Interpersonal Skills for Managers (6 credit hours)**

Top managers require exceptional leadership skills to successfully guide modern organizations. This course allows students to consider, discuss and reflect on the nature of leadership and develop an understanding of how they can enhance their leadership effectiveness. By course end, students will have a deep understanding of the role, importance and function of leadership and the implications of different leadership styles. Students will examine their assumptions about themselves and their future growth development and develop their own views on effective and ineffective leadership. Building on this process, students will examine their assumptions about others and how they lead and follow. The course will also involve investigation of leadership issues related to diversity, global business management and ethics.

#### **MBUS 803 Strategy I: The Strategic Vision Toolbox (6 credit hours)**

This course focuses on topics and concepts for the strategic visioning task for both for profit and not for profit organizations. Strategic visions are required to grow and transform the firm and/or non-profit organization in the face of rapidly evolving markets. The course will begin with a definition of the strategic task, an overview of the scope of the field, and a review of key strategic concepts (competitive advantage, industry structure, competitive intelligence, critical success factors, and positional advantages) as they apply to a variety of industries and organizations. Next the role of the strategist will be presented including a discussion of the major strategic decision making tasks (building and leveraging strategic resources, developing information assets and knowledge management, leveraging human, intellectual, social, and financial capital, linking vision to strategic outcomes, and value creation for shareholders and stakeholders).

#### **MBUS 805 Strategy III: Integration and Implementation/ Capstone Project (9 credit hours)**

This is the capstone course of the program, during which students will integrate the key concepts from previous courses to identify, analyze and propose recommendations for important strategic issues facing companies. The course will emphasize the manager's role in improving performance along a number of critical quantitative and qualitative dimensions. Topics will include the strategist as analyst and integrator, implementing value chain revisions, as well as successful implementation in growth, stable, and declining industries. This course includes the team capstone project that examines strategy and implementation issues in a live corporate setting. Each team will select a client organization and engage with that organization on the project over the last half of the year."

#### **MBUS 807 Strategic Operations Management (3 credit hours)**

This course takes a leadership view of Operations Management and considers the role of Operations in executing a firm's strategy. Specific areas of focus include supply chain strategy, project management, service management, offshore outsourcing, and lean innovation. Discussions and assignments will be case based and consider firms with a global perspective. This course connects closely to the underlying

program themes of strategy, global business, leadership, innovation, and corporate social responsibility.

**MBUS 864 Advanced Managerial Economics (3 credit hours)**

Today's national and international business environments are complex. An ability to monitor and understand the economic environment is critical to the success of today's for profit or not for profit organizations. Within this context, the course will focus on the applied economics of demand and forecasting; theory of the firm, production and cost; competition, pricing strategies, market structures; and the role of government in a modern market economy.

**MBUS 853 Maximizing Return from the IT Investment (6 credit hours)**

Information technology (IT) is critical to the functioning of today's organizations. While often focused on removing costs and introducing efficiencies, IT has also proven highly capable of generating substantial value when used strategically. IT is also hugely expensive and rapidly evolving. The challenge for IT management is to deploy IT to guarantee business value. This course focuses on the set of managerial issues presented by IT and introduces the tools and concepts essential to maximize the return on investment in these strategically important technologies. Topics will include IT infrastructure and emerging technologies, IT strategy and alignment with corporate strategy, IT performance (linking IT investments to business performance), IT organization (establishing the flexible IT organization), adopting and implementing new technologies.

**MBUS 833 Corporate Performance Systems (3 credit hours)**

In this course the manager will develop competencies that allow him/her to understand and apply corporate governance and control frameworks to deal with the risks arising from performance measurement systems including production of traditional financial statements. We will learn about the roles and value of corporate governance approaches and control frameworks from the perspective of a business manager who must decide the nature and amount of investment in control and assurance activities in order to manage the risks that are an integral part of any entity's operations. Research has shown a strong association between weak governance and control systems and corporate failure. We will explore from a managerial perspective how performance measurement and control systems can be evaluated, modified, and/or developed to deal with the challenges facing the organization.

**MBUS 824 Strategic Creativity for Product and Service Development (3 credit hours)**

There is a direct link between creativity and successful new product and service innovation in a wide variety of domains (e.g., technology and science, the arts, entertainment, health care, consumer products). Creativity is the foundation of successful innovations in both for-profit and not-for-profit organizations. Creativity is especially crucial in times of increasing competition, rapidly evolving technologies, decreasing market share, or economic downturns. Through the use of exercises, applied projects, readings, and cases, students will be given an overview of how creativity can be fostered and implemented to improve productivity, morale, and organizational performance.

**MBUS 823 Strategic Marketing I (3 credit hours)**

This course addresses critical issues in the development of marketing strategies. The first two sessions in

the course focus on a particular approach to reviewing and developing marketing programs – Mission Critical Marketing. Alternative strategies will be identified and the most common problems in executing those strategies will be outlined. Next, the associated remedial actions will be reviewed. Having established this strategic foundation, the course will then focus on internal organizational issues including building a market driven organization, as well as external issues that affect how marketers reach customers. These latter issues include the changing power dynamics amongst channel of distribution members and the impact of technology on building customer and business relationships.

**MBUS 873 Managing in the Global Business Environment (6 credit hours)**

Organizations, whether large or small, profit or non-profit oriented, are increasingly operating in a global environment. This course is designed to help students understand globalization trends in the world economy and the political-economic climate of global business, the role of international institutions, and the impact on effective management in a multinational corporation. Being an effective global manager also demands skill in interpersonal management so that the challenges that arise in cross-cultural settings can be met. Global managers must also understand the visible and subtle dynamics of power in a distributed global enterprise. This course will use cases and briefings to introduce the aforementioned subjects and, through individual and team assignments, will provide opportunities for the application of theory to complex global management situations.

**MBUS 806 Strategic Innovation and Entrepreneurship (6 credit hours)**

In an era where marketplaces are evolving rapidly, innovation and entrepreneurship are essential skills for today's senior managers whether they are founding a new firm or transforming an existing organization or its product/service offerings. This course will begin with a discussion of the characteristics of entrepreneurs, their attributes and personal qualities. Innovation strategy and management will be covered next including the topics of creativity, culture, motivation, and commercialization. New venture feasibility analysis and the development of business plans will also be covered. Sources of funding and methods of valuation will be covered in addition to the legal aspects of launching and managing a venture. Start-up and growth strategies will also be discussed.

**MBUS 813 Advanced Managerial Finance (6 credit hours)**

The success and failure of today's complex and networked enterprises hinges upon developing access to capital markets, deploying resources to value enhancing projects, and managing risk strategically. This course presents leading edge topics in investment management (asset allocation, fixed income analysis, and the valuation of old and new economy stocks), corporate finance (real options analysis, mergers and acquisitions, and corporate governance), and risk management (derivatives, market and credit risk exposure measurement, and management).

**MBUS 804 Strategy II: Strategic Transformation (6 credit hours)**

This course deals with the major challenge facing executives today – the implementation and execution of major, strategic decisions. This course will be based around the frameworks and concepts developed in the book: *Fast Forward: Organizational Change in 100 Days* by Elspeth Murray and Peter Richardson, both members of the Queen's Faculty. The first two sessions will be used to explore the notions of

strategic planning as the 'game plan' for change, and that guidance, speed and momentum are necessary winning conditions for successful strategic change. In the subsequent three sessions, these concepts will be applied to major strategic change challenges – turnaround, integrating new acquisitions, and cultural change. In addition, the course will address the specific challenge of successful implementation – how leaders implement transformational strategies fast and effectively.

### **MBUS 825 Strategic Marketing II (6 credit hours)**

The quality of a firm's marketing strategy, and the implementation of that strategy, may determine the business. Branding is one of the most important aspects of business strategy, yet it is often the most misunderstood (Holt 2003). While many think it is just about advertising and creating images, it should be the pivotal point for the creation of customer value and the building of lasting customer relationships. This course will examine three aspects of brands. The first aspect examines the strategic building of brands as comprising a mix of product attributes, consumer experiences, and symbolic and iconic cultural meaning. Second, the course will examine the strategic benefits of the brand in creating and maintaining competitive advantage for the corporation. Brands are the focal point around which to integrate all elements of the marketing mix: product policy and service delivery, packaging, integrated communications, channels and retail policy. Branding also gives corporations strategic leverage in the development of marketing alliances and co-branding strategies, in the launch of new products and product line extensions, and in gaining power in existing channels or the building of new channels of delivery. A positive brand identity may be an important aspect in helping to build a positive corporate reputation. However, a third aspect examined in this course is how the firm's appropriation of cultural meaning to build the symbols and icons in the brand exposes the firm to particularly sensitive corporate social responsibility issues.

### **MBUS 844 Ethical Leadership and Decision Making (3 credit hours)**

Both for profit and not for profit leaders are facing increased scrutiny from external stakeholders (e.g. clients, shareholders, politicians, citizen groups, and the media). Recent events have brought home as never before the importance of moral leadership, the development of an ethical corporate culture, and the incorporation of ethical thought and social responsibility into managerial decision making. This course is founded on the premise that ethical leadership is a critical management task, just as much as is leadership of the traditional business functions of finance, accounting and marketing. Students will be given the opportunity to apply the tools of ethical leadership and diversity sensitive management to a range of ethical challenges in both national and international contexts.

### **MBUS 834 Financial Accounting: Valuation and Analysis (3 credit hours)**

The principle objective of MBUS 834 is to teach practical valuation approaches commonly used in real-world transactions such as mergers & acquisitions, management buyouts and public company investing. We will discuss the importance of reconciling different valuation approaches and the pitfalls and limitations of the various approaches. In addition, we will briefly look at how to fair value debt, either in connection with a transaction or on a stand-alone basis.

The second part of the course will discuss ways to maximize the value of a business. Certain concepts are applicable for small to medium size businesses, while other concepts are more applicable to larger, private or publicly traded companies. Lastly, we will discuss analyst reports; how to interpret the information, understanding the assumptions that drive the analysis and their sensitivity, and how to use analyst reports to make informed investment decisions.