PMBA Courses

REQUIRED

ACCOUNTING

ACCT 5001. Introduction to Financial Accounting
In this course we will study the three fundamental financial accounting issues, including (1) recognition, (2) measurement/valuation, and (3) classification/disclosure and consider how business transactions are reflected on the financial statements using generally accepted accounting principles (GAAP). We will cover the four primary financial statements (balance sheet, income statement, statement of stockholders’ equity, and statement of cash flows), the supporting footnotes to these statements, and several reports (annual reports, proxy statements, and press releases). The course incorporates both a preparer’s perspective (i.e. how to apply GAAP requirements for recording and presenting financial information) and a user’s perspective (i.e. how an investor or analyst can interpret and use financial statement information). 1.5 Credits.

ACCT 5002. Strategic Cost Analysis
This course provides an introduction to cost concepts, cost behavior and cost systems. Understand how strategy, technology and the environment affect a firm’s choice of cost system type and system design alternatives. Discuss how cost system choices, in turn, influence tactical and strategic managerial decision-making. Tools such as cost-volume-profitability analysis, customer profitability, value chain analysis and relevant-cost analysis are presented. Case discussions illustrate the application of course topics. 1.5 Credits.

FINANCE

FIN 5203. Financial Management
Students will learn in this class how the decisions of a company affect shareholder value and what decisions can increase it. To understand the perspectives of shareholders, we will study basic principles of investing: time value of money, valuation of debt and equity securities, discounted cash flow as a foundation for stock prices, the impacts of diversification and leverage on portfolio risk, the relationship between risk and expected return in securities markets, and capital market efficiency. We will use these principles to analyze capital investment decisions by estimating cash flows and discounting them at the appropriate cost of capital. We will also study how shareholder value is affected by a firm’s financing decisions, such as the choice of using debt or equity capital. 3.0 Credits

MANAGEMENT, POLICY, AND HUMAN RESOURCES

MGT 5301. Introduction to Management and Strategy
This course focuses on the job, perspective, and skills of the general manager - an individual charged with developing and implementing the long-term strategy of a business organization. The course helps students develop skills in identifying and analyzing past and current strategies and with formulating and implementing new ones. During the course, students are introduced to concepts around strategy formulation, resource and capabilities assessment, and industry and competitor analysis. 1.5 Credits.

MGT 5315. Critical Thinking and Impactful Communication-I (CrTIC)
he objectives of this course are to help you to better formulate, analyze, and communicate your ideas about unstructured business problems, some of which involve multiple functional areas of business (marketing, operations, finance, etc.). The kinds of competencies you will develop in this course include: problem formulation, elimination of faulty reasoning, persuasive communication and impactful communication. 1 Credit.

MGT 5315. Critical Thinking and Impactful Communication-II (CrTIC)
The objective of this course is to help you better communicate your ideas about unstructured business problems, some of which involve multiple functional areas of business (marketing, operations, finance, etc.). The course follows from MGT 5315, which was focused on critical thinking. In this course, we'll focus particularly on developing your presentation skills, and in combining those skills with your critical thinking skills.0.5 Credits.

MGT 5320. Strategic Management
This capstone course provides an opportunity for students to integrate concepts from prior functional courses (marketing, operations, finance, accounting, managerial economics) through the development and implementation of a business strategy. The centerpiece of this course is an intensive, global business simulation. The exercise requires students to acquire, operate, and develop strategy for a simulated firm within a high technology industry. The course is designed to deepen students
understanding of strategy formulation, competitive advantage, rivalry and competition, negotiation, and global management. To prepare for the simulation game, the course will examine topics of strategy formulation, industry analysis, global strategy, and managing in technology-intensive industries. **Prerequisite: All previous core classes.** 1.5 Credits.

### MANAGERIAL ECONOMICS

**MEC 5401. Managerial Statistics**
Introduces the statistical methods for analysis of business and economic data. The role of probabilistic concepts such as independence, conditional probability, expectation, and variance, and probability models such as the Bernoulli, binomial, Poisson, and normal are examined. Particular emphasis is placed on topics that relate to model formulation, estimation of model parameters, hypothesis testing and simple and multiple regression. 1.5 Credits.

**MEC 5406. Managerial Economics**
This course introduces the basic principles of economics and their applications to managerial decision-making. The course begins with the analysis of the decision making of individual consumers and producers. The course then examines how consumers and producers interact with one another in a variety of market settings ranging from situations in which firms have many competitors and few tactical options to those in which there are a small number of firms competing vigorously along several strategic dimensions. Applications covered include decision making in risky situations, pricing policies in firms, and the relationship between market structure and the strategic choices that are open to the firm. 3 Credits.

### MARKETING

**MKT 5503. Marketing Management**
The purpose of this course is to familiarize students with the foundational elements of marketing strategy and execution in various managerial contexts. Class sessions emphasize customer/market focus and competitor analysis to coordinate marketing tactics in a manner that drives growth in revenues and earnings. The course primarily uses case discussions, with lectures where appropriate. The cases provide students an opportunity to develop their oral and written skills in formulating and defending their marketing proposals. Recent developments in theory and practice are integrated into the course as appropriate. 3 Credits.

### OPERATIONS AND MANUFACTURING MANAGEMENT

**OMM 5704. Operations Management**
This course discusses the main principles and concepts in managing operations for competitive success. Among the topics covered are: operations strategy, capacity analysis and organization, queuing theory, service management, quality management, inventory management, and a brief introduction to supply chain management. Students learn the basics of how to manage the operations of a firm, and how operational issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. Most sessions consist of in-depth case discussion, integrated with theory. 3 Credits.

**OMM 5705. Quantitative Decision Making**
This course has the following objectives: (a) to introduce students to the science of quantitative decision making; (b) to enhance and reinforce students’ analytical skills and their ability to intelligently use information; (c) to teach the art and science of spreadsheet modeling; and (d) to expose students to different approaches, support tools, and analytical methods for decision making, particularly those analytical methods useful for later courses. These objectives will be facilitated through the following key tools taught in this course, which are spreadsheet modeling, decision analysis, simulation for risk-analysis and modeling uncertainty, and optimization tools. The course will be taught from an interdisciplinary standpoint and examples will be provided from a variety of functional areas. 1.5 Credits.

### ORGANIZATIONAL BEHAVIOR AND STRATEGY

**OB 5601. Organizational Behavior**
Develops a conceptual tools and basic skills for managing people in organizations. The course focuses on the basic problems that confront every manager: communicating effectively, negotiating sound agreements that build lasting relationships, managing the inevitable conflicts that arise in every organization, and exercising leadership in work teams. 1.5 Credits.