



LEHIGH
UNIVERSITY®

College of Business and Economics Graduate Course Descriptions AY 2011-12

MBA Prerequisites

GBUS 401. Financial Reporting for Managers and Investors (3)

Corporate financial reporting under Generally Accepted Accounting Principles. Analysis and interpretation of financial statements: accrual accounting, balance sheet valuation, income determination and cash flow analysis. Profit manipulation, window dressing and "creative accounting" through accounting policy choices. Fraudulent financial reporting, uses and limitations of accounting information. Accounting information as a tool for strategic decision making.

ECO 401. Basic Statistics for Business and Economics (3)

Descriptive statistics, probability and probability distributions, estimation, hypothesis testing, correlation and regression, chi-square analysis and analysis of variance. Computer applications.

ECO 001. Principles of Economics (4)

A one-semester course in the principles of economics. General topics covered are: supply and demand; pricing and production decisions of firms; the role of government in the economy; the determination of national income; money and banking; monetary and fiscal policy; and government finance.

MBA Program Core Courses

MBA 401. Introduction to the Organization and its Environment (2)

An MBA core course designed to provide a thorough understanding of business organizations by examining strategies middle and senior managers use to create and sustain organizational competitive advantage. The course examines the organization from an overall perspective within the context of the firm's internal and external environment. The second aspect of this course deals with the ability to communicate effectively in today's business and professional environment. Students will examine and practice the written and verbal communications strategies and skills that are essential to their success in business.

MBA 402. Managing Financial and Physical Resources (4)

An MBA core course designed to integrate financial and managerial concepts into operations decisions. Disciplines of accounting, finance and economics are combined to provide substantive foundations for discussing and analyzing data. Implications of analysis are applied to facilitate decision-making in other areas such as marketing, operations (manufacturing, logistics and engineering), human resources, information technology and general management. The major learning objectives will be applied through a series of "living" cases that are centered on analyzing historical financial performance, preparing a business plan, and valuing a business. Prerequisites: MBA 401, GBUS 401 or equivalent.

MBA 403. Managing Information (4)

An MBA core course dealing with concepts and methods involved in the collection, organization and dissemination of information that helps managers make operational and strategic decisions. The course also deals with attributes of information and examines enterprise-wide impacts of local decisions. Revenue, cost, time and quality-based information are accorded equal emphasis, while students are exposed to alternative evaluation methods for decisions related to different parts of the value chain. Topics include: activity-based costing; activity-based management; transaction analysis; operational and strategic decisions such as outsourcing, design partnerships, etc; investment analysis for short lifecycle investments; evaluation of uncertainty, risk and ambiguity; metrics development; compensation policies; segment evaluation methods; target costing and functional analysis; quality function deployment; total cost of ownership; and transfer pricing. In addition, the course deals with: information technology enablers which allow firms to improve value delivered to customers; and evaluation and management of emerging forms of Cooperation, such as joint ventures and project based strategic alliances. Prerequisites: MBA 401, GBUS 401 and ECO 401 or equivalents.

MBA 404. Managing Products and Services (4)

An MBA core course focusing on the management of products and services within a firm's value chain. The course addresses exceeding customer expectations, establishing total quality as the core foundation, developing a strong customer focus, creating value through supply chain management, developing new products for competitive advantage, matching aggregate supply with customer demand, and designing market channels and influencing customers. Prerequisite: MBA 401.

MBA 405. Managing People (4)

An MBA core course that examines how effective organizations are created, maintained, and improved. The course will focus on how good people are attracted to an organization and how to make them productive. Topics include: organizational design, job design, staffing, training and development, performance, teams, influence, diversity, change, ethical decision-making and current people issues facing today's organizations. Prerequisite: MBA 401.

MBA 406. Integrative Experience (3)

An MBA course where students apply the body of knowledge acquired in MBA 401 through 405 through a simulation, case presentations and the cross core project. This course places an emphasis on strategic management and takes the point of view of the general manager to view the organization from an overall perspective in the context of the firm's internal and external environment. In doing so, students examine historical perspectives, contemporary theories, and practical applications all in the spirit of helping them develop a broad understanding of strategic management issues and solutions. By combining high level class discussions, case analyses, a computer simulation competition and the cross core project this course exposes students to rigorous theoretical analysis while providing hands-on, simulated real world business experiences. Prerequisites: MBA 401, MBA 402, MBA 403, MBA 404, MBA 405.

Accounting Electives

GBUS 413. Advanced Management Accounting (3)

Issues in management accounting including activity-based costing, activity-based management, strategic cost management, theory of constraints, advanced manufacturing technologies, cost of quality and lifecycle costing. Readings and cases. Prerequisite: MBA 403 or a course in cost accounting.

GBUS 414. Financial Statement Analysis and Interpretation (3)

This course focuses on analysis of financial statements. It develops the skills necessary to interpret and use financial statement information effectively to assess profitability and risk and is intended for individuals likely to become intensive users of financial accounting information. Requirements include readings, case studies, presentations, and written analysis of actual financial statements. Prerequisite: GBUS 401 and MBA 402 or permission of the instructor.

GBUS 437. Federal Taxation and Business Decisions (3)

Impact of federal taxation on the structure and timing of business decisions. Problem-solving methods and research techniques from a managerial perspective. Prerequisite: ACCT 307.

Finance Electives

GBUS 419. Financial Management (3)

An intermediate level course in corporate finance. Coverage includes capital budgeting techniques including real options, decision tree analysis, risk analysis, advanced cost of capital theories, capital structure theory, dividend policy, working capital management, mergers and acquisitions, restructuring, and bankruptcies. The course emphasizes both theory and practice through lectures, cases, and financial modeling exercises. Prerequisite: MBA 402 or equivalent background. Students not possessing the relevant prerequisites must obtain waivers from the designated finance faculty representative.

GBUS 420. Investments (3)

A survey course in investments. Overview of financial institutions and markets involved in the issuance and trading of securities. Emphasis on valuation and risk assessment of fixed income and equity securities. Construction of optimal portfolios and examination of performance measures. Prerequisite: MBA 402 or equivalent background. Students not possessing the relevant prerequisites must obtain waivers from the designated finance faculty representative.

GBUS 421. Advanced Investments (3)

Advanced topics relating to specific areas within investment finance such as valuation/security analysis; portfolio/risk management; fixed investment securities; mutual funds; hedge funds; microstructure; and trading. May be repeated. Prerequisites: GBUS 420 or designated finance faculty representative approval.

GBUS 422. Derivatives and Risk Management (3)

The theory and application of a variety of derivative instruments (options, futures contracts, etc.) used in corporation finance and the financial services industry. The focus is on the risk management application vs. a rigorous development of option pricing theory and similar topics. Prerequisites: GBUS 420, or Designated Finance Faculty Representative Approval.

GBUS 424. Advanced Topics in Financial Management:

Advanced topics relating to specific areas of corporate finance such as: theoretical and empirical examination of recent developments in financial management, asset valuation and capital budgeting including the role of uncertainty, imprecise forecasts, risk preferences, inflation, market conditions, and the global marketplace, working capital management, leasing, mergers, and financing. The course content may vary between instructors and over each time the course is offered. May be repeated. Prerequisites: GBUS 419 or designated finance representative approval.

GBUS 425. Real Estate Financing and Investing (3)

An upper-level course in modern real estate financing techniques from the perspectives of both the borrower and the lender. Subject matter encompasses the following areas: The principles of financing decisions; financing methods and techniques; institutional sources of funds for real estate; and real estate financing decisions. Prerequisites: GBUS 420, or designated finance faculty representative approval.

GBUS 426. Financial Markets and Institutions (3)

Functions and portfolios of financial intermediaries. Sectional demand and supply of funds, nature and role of interest rates, term structure and forecasting, impact of inflation and regulations on financial intermediaries and markets, and current developments in the financial system. Management of assets and liabilities within the U.S. financial institution's legal and economic constraints. Prerequisite: GBUS 420, or designated finance faculty representative approval.

GBUS 431. Quantitative Finance (3)

Relationship of quantitative models to financial theory and applications. Capital budgeting, portfolio selection, security evaluation, cash management, inventory policy and credit analysis. Prerequisite: GBUS 419 or designated finance faculty approval.

Management Electives

GBUS 440. Human Resource Management (3)

A survey of personnel management activities in organizations. Topics include human resource planning, recruitment, selection, equal employment opportunity, performance appraisal, compensation, career planning, safety and health, and quality of work life issues. Course consists of lectures, discussion, and case analysis.

GBUS 442. Seminar in Management Consulting (3)

A study of consulting practices in general and their application to small business. Processes include a field study/counseling service to a local business. Emphasis is on the identification and analysis of multidisciplinary problems and opportunities and the implementation of recommendations. Prerequisites: completion of MBA background courses (or equivalent) and permission of the instructor.

GBUS 444. Managerial Communication Skills (3)

Organization, style and strategy of language to inform, direct and persuade. Application of writing, reading, speaking and listening skills to managerial problems. Case studies.

GBUS 445. Labor-Management Administration (3)

A study of the U.S. system of industrial relations, including the evolution and present status of labor law; union organizing efforts; the strategy of negotiations; the substantive provisions of collective bargaining and the administration of collective agreements. Also considered is the role of unions in the implementation of programs for employee self-management and other workplace innovations.

GBUS 446. Commercial Potential Assessment (3)

A study of the process of bringing an invention to market with emphasis on commercial potential. Industrial analysis, competitor intelligence and strategic issues will be emphasized along with the development of market strategy and an overall business plan. Extensive research including data base searches will be included. Instructor permission required.

GBUS 447. Negotiation (3 credits)

The class examines the behavioral foundations of the negotiation process. Topics include: The negotiation process, negotiation planning, power in negotiations, communications in negotiations, tactics, concepts of win-win and win-lose, social styles, individual and team negotiations, ethical considerations, cultural differences, negotiating in sole source (customer) situations, using third parties. The concepts will be exposed through both lectures and simulations.

GBUS 448. Leadership (3)

This course is an examination of leadership at the organization and group/team levels, and aims to develop and build a student's leadership skills and the ability to diagnose leadership needs in different situations. In identifying and building these leadership skills, the course will focus on the decisions leaders need to make, and the appropriate leadership decision-making processes required in various contexts and at different stages of an organization's existence. Cases and developmental exercises including in-depth decision-making exercises are utilized and cover diverse situations and cross-cultural dimensions including specific situations such as a crisis or ethically difficult decisions.

GBUS 450. Strategic Supply Management (3)

A survey course designed to introduce the MBA/MSE student to the vital role played by supply management in achieving overall effectiveness for the firm in today's global economy. The course starts by examining the traditional purchasing process and then moves on to an examination of the evolution of purchasing into supply management and, finally, to the role purchasing plays in improving effectiveness of the entire value chain. Course consists of lectures, discussion and case analysis.

GBUS 451. Analytical Methods in Management (3)

Application of management science methods to industrial and commercial problems. Scientific method, decision theory, linear programming, inventory control, regression analysis, forecasting, simulation, and related areas are examined in the context of accounting, finance, marketing and manufacturing.

GBUS 453. Transportation and Logistics Management (3)

The control of physical distribution and inventories; the flow of information, products and cash through the integrated supply chain.

GBUS 454. E-Commerce and Marketing Strategy (3)

Impact of e-commerce technologies on firms, industries, and markets. Covers the technologies used in e-commerce, changes in organization structure, industry and behavior, and sales and marketing strategies such as attracting visitors to websites, promotion, distribution, service, pricing, branding, advertising, consumer behavior, measuring effectiveness, societal effects, disintermediation, reintermediation, and strategy implementation. Prerequisite: MBA 403.

GBUS 455. E-Business Enterprise Applications (3)

Implications of key information technologies used within and across businesses to conduct e-business, including customer relationship management, enterprise resource planning, online ordering and inventory management, supply chain management, and e-procurement systems, data warehousing, data mining, intra-extranets, and knowledge management.

GBUS 456. Business Process Redesign with Information Systems (3)

Current topics on the principles, implementation and critical success factors of deploying information systems enabled quality management and process innovation within organizations. Techniques and tools used in implementing quality and process innovation from a managerial and practical perspective. Prerequisite: MBA 403.

GBUS 457. Managing the IS Resource (3)

The issues and management techniques involved in administering the information systems/resource activities in the organization. Management of IS professionals, development and management of project teams, user client relationships, managing vendors, emerging technologies and planning processes. Prerequisite: MBA 403.

GBUS 458. Strategic Information Systems (3)

Understanding the various types of computer based information systems and developing an ability to identify and exploit information technologies to gain competitive advantage, at the individual, group and organizational levels. Prerequisite: MBA 403.

GBUS 459. Survey of Project Management (3)

Provides an overview of the project management framework and knowledge areas. Covers the day-to-day, hands-on problems of managing a project (defined as a temporary structure within a permanent organization, set up to achieve a specific objective). Areas covered will include: project integration, project scope, project planning and implementation, project control and evaluation, project cost and risk management, project resource management and organization, and project communication. Cases will be used to illustrate problems and the techniques to solve them. A basic project management software tool will be introduced and utilized in this course. This course is designed for MBA students who want a general exposure to project management concepts. This course may not be used in the Project Management Certificate Program.

GBUS 481. Technology, Operations and Competitive Strategy (3)

Develops an understanding and appreciation of the interrelationships among technology, operations and the competitive strategy of the firm. Industry analysis and competitiveness; competitive strategy formulation and implementation; value chain analysis; operations strategy and technology strategy; operation's contributions to competitive advantages in cost, quality and variety and new product introduction.

GBUS 486. Qualitative Research Methodology (3)

Study of techniques that describe, decode and translate social phenomena. Explores how interpretive researchers plan and conduct studies and present findings. Studies investigators' roles, data sources, observation methods, data-analysis methods and trustworthiness of findings. A field research project is required

GBUS 494. Field Projects (1-4)

The field projects course will provide MBA students with an opportunity to apply MBA concepts with an employer, corporate partner or other suitable organization. Students will work with a supervising professor and a corporate representative on a project designed by the student. Students must prepare a written proposal for the project including the expected outcomes and an estimate of the hours required for completion. Students will present their proposal to a faculty member of their choice for approval. The academic rigor and time required to complete the project will determine the number of credits earned.

Marketing Electives

GBUS 460. Strategic Marketing Management (3)

The course studies the management of contemporary organizations from the perspective of a marketing manager. While the course content addresses the activities required to maintain a strategic fit between an organization's environment and its particular set of objectives and resources, the central focus is on designing strategic marketing actions for various types of organizations. The course pedagogy emphasizes the application of marketing and other business principles through seminars, simulations, or case discussion.

GBUS 462. Pharmaceutical Marketing

The course provides an introduction and overview of the various healthcare system components as they relate to the pharmaceutical industry. This course will (1) focus on product decisions of the firm, requiring an occasional shift in focus from that of corporate management to that of operating managers of new product activities or established brands; (2) recognize the importance of marketing research as input to product decisions; (3) take a managerial orientation; (4) recognize the need to tailor product policy approaches to the characteristics of the decision-maker and the firm. The course will be a mixture of lectures, discussions, case analyses, and group exercises. Prerequisites: Graduate students only.

GBUS 464. Business-to-Business Marketing (3)

This course focuses on marketing strategies and tactics in firms whose customers are other institutions, not individuals. Topics covered include organizational buying behavior, managing strategic buyer-seller relationships, sales force deployment, communication strategies, and so on. Specific attention is given to the impact of information technology and globalization in the business-to-business context.

GBUS 465. Creating Breakthrough Innovations (3)

Most products and services either fail or do average business, but some are phenomenally successful. Such products and services that provide phenomenal financial returns and become market leaders can be called "Breakthrough Products and Services". The main objective of the course is to improve our understanding of the process of creating breakthrough products and services. It is accomplished by in-class discussions of cases, assignments, and the state-of-the-art research work in academia and industry. The course concludes with a term paper that integrates the concepts learned from class discussions, reference books, and research papers and applies them to a real product. Prerequisites: Graduate student status plus two years of postgraduate work experience.

GBUS 466. Marketing Research and Analysis (3)

This course focuses on procedures for collecting and analyzing relevant information for informed decision making by managers. The process of identifying research questions, developing instruments for collecting information, appropriate interpretation of information, and appropriateness of research methods are some of the topics discussed in this course. The course focuses on the process of doing marketing research as well as the techniques for analyzing information. Discussion of concepts and cases, developing data collection instruments, and doing actual marketing research projects will form the key elements of this course.

GBUS 470. Marketing Communications Strategies (3)

This course focuses on how various elements of communications are integrated to achieve various organizational objectives. In addition to the traditional communication media such as advertising and point of purchase media, emphasis will also be placed on new media and strategies made possible due to the advances in technology. The course will involve discussion of concepts, case analysis and discussion, insights from practitioners, and group projects.

GBUS 471. Strategic Brand Management (3)

This course will focus on theories, models, and other tools to manage brands, products, and product lines. Specific attention will be focused on building, measuring, and managing brand equity. The course will be a mixture of lectures, discussions, case analyses, and group exercises. Prerequisite: MBA 404.

GBUS 472. Strategies for Services Marketing (3)

The course focuses on the challenges of marketing and managing services (whether in a manufacturing or service business) and discusses the development of strategies for addressing these challenges. The need for cross-functional integration to provide effective service is stressed. Illustrative topics include service quality gap analysis, relationship between superior service and profitability, service encounter analysis, customer lifetime value analysis, services guarantees, and service demand and capacity management.

International Business Electives

GBUS 473 International Finance (3)

Consideration of problems arising from the risks associated with international investing and multinational corporation finance (currency, political, etc.). Focus is on (a) investing in international market given the institutional constraints and differences between domestic markets, and (b) managerial issues relating to corporations, investors, and financial institutions. Prerequisites: GBUS 419, or designated finance faculty representative approval.

GBUS 474. Legal Aspects of International Business (3)

Various legal problems of engaging in business abroad, including contracts, technology transfer, property ownership, business organizations and labor, using a case and problem-solving approach.

GBUS 475. Global Marketing Strategies

The course is designed to provide a framework within which global marketing operation can be analyzed, understood, and undertaken. The course focuses on the issues that are being faced by firms in today's global marketplace, particularly those that are related to strategy formulation and implementation. The learning experience in this course is placed on global business decision-making, through the use of case studies, projects, and lectures.

VentureSeries (Corporate Entrepreneurship)

GBEN 401. The Business Plan I: Strategic Considerations (2)

This course is first of a two-part sequence that focuses on the initial steps necessary to design and build a high-impact business plan for the start-up company or new enterprise within an existing firm. The development process is integrative, complex, and time consuming for the entrepreneur. Foundation or strategic level issues that impact the formation and growth of the new enterprise are addressed. The goal in this first phase is to complete various sections of the business plan that deal with market opportunity, industry trends and developments, company positioning, competitive advantage, and core competencies. This course is project-oriented and makes extensive use of one-on-one instruction between class meetings. Students identify a market opportunity, develop the product/service offering, target potential customers and users, assess market demand, analyze market penetration, and determine the revenue potential of the new venture.

GBEN 402. The Business Plan II: Operating Strategies and Implementation (2)

This course is the second of a two-part sequence that focuses on the final steps necessary to complete the business plan. This phase concentrates on designing the appropriate operational framework and business processes, including technology and infrastructure, which are required to successfully launch the new enterprise. The business plan must also demonstrate that the venture will have strong leadership and a capable management team to deal with uncertainty and drive results. Finally, the business plan must incorporate detailed financial forecasts and financing methods, and should address equity valuation and investor exit strategies. Like its predecessor, this course is project-oriented and makes extensive use of one-on-one instruction between class meetings. Additional emphasis is placed on developing an effective format and packaging of the written document.

GBEN 403. Anatomy of Entrepreneurship: Startups and Established Companies (1)

This interactive seminar focuses on understanding the true meaning of entrepreneurship. The new venture opportunity is profiled from the perspective of the individual entrepreneur who is starting a business and embarking on a new career path involving high risk and reward. Different entrepreneurial management styles are analyzed and highlighted. Course emphasis is also placed on managing innovation and creativity in a corporate environment. Successful implementation of entrepreneurial activities for the large company makes special demands on management to promote discovery and create internal stakeholders. Both startups and established companies are placed under the microscope through guest speakers, panel discussion, selected readings, and case analysis.

GBEN 404. Market Opportunity: Targeting Strategies and Selling Tactics (1)

The focal point of any business plan is identifying and understanding the target customer that will be served. The product/service offering must have strong buyer appeal and capture immediate attention in the marketplace. The need to rapidly penetrate a market demands that a marketing mix be designed, built, and implemented in a manner that leads to differentiation and superior positioning. Maximizing marketing firepower with severely limited financial and organizational resources is a major challenge that confronts today's entrepreneurs. Market segmentation strategies, the target marketing process, forming market alliances, and managing the selling process are viewed from the perspective of seed and early stage ventures.

GBEN 405. Intellectual Property: Management and Valuation (1)

New technologies create new markets and new venture possibilities. Their discovery and success rate, along with the ability of an enterprise to leverage these assets in markets, depends on how the firm views and manages its investment in intellectual property. Obtaining the necessary legal protection of intellectual property can also serve as an effective barrier to entry and may be a source of competitive advantage. This seminar focuses on the strategic management of intellectual property as a commercial enterprise, covers methods of valuation, and examines various accounting and legal issues that must be considered in strategic-level decision making.

GBEN 406. Performing a Business Enterprise Audit: Developing an Industry Perspective (1)

New ventures must position themselves for long-term growth and market development. Entrepreneurs create enterprises, define their organizations, and build business models based on changes in technology, government regulation, demographics, and shifts in other exogenous variables. A strategy must be crafted that is sustainable over the long run. Success or failure is often predicated on market cycles, market saturation, supply/demand imbalances and other forces that are not controllable. This seminar places emphasis on assessing the market potential and valuation of startups from an industry or macro-perspective, particularly from the view of an outside investor. It also focuses on how to gather and make effective use of competitive intelligence.

GBEN 407. Processes and Infrastructure: Creating Production and Delivery (1)

This course provides an overview of the internal capabilities and the process and technology platform required to fully operationalize the business plan. Critical business activities and functions are dissected, such as establishing needed backend procurement, production, and distribution services that focus on supply chain dynamics and management; determining the scope of frontend call center and e-commerce activities; managing logistics; and utilizing information systems and web-based solutions that effectively link customers, elements of the supply chain, and employees. These topics are explored from the perspective of the startup and emerging company as well as the large corporation engaged in new venture creation.

GBEN 408. The New Venture Organization: Management, Design, and Governance (1)

Managing a new enterprise presents unique and difficult challenges for its leadership. Expanding workloads and the increased complexity of tasks resulting from the rapid and sustained growth of the business create the need for a smooth transition from entrepreneurial-style management to professional management. Timing is critical, and for many startups it is not an easy bridge to cross. This course dissects the design and characteristics of small organizations, and the need to correctly align structure with strategy. It also considers how entrepreneurial activities should be seeded, managed, organized, and executed within the context of an established company. Under scrutiny are the heavy demands placed upon entrepreneurs and corporate managers to effectively lead and manage under highly uncertain conditions where change is a constant. Additional course emphasis is placed on comprehending the critical role that boards of directors play for startup companies.

GBEN 409. Financial Forecasting: Developing Pro Forma Financial Statements (1)

No business plan would be complete without providing detailed financial projections and identifying the key assumptions that help shape the numbers. The financial translation of business models is expressed through pro forma income statements, balance sheets, and sources and uses of funds. Having this information allows management, investors, and lenders to measure and evaluate future financial performance. This exercise also establishes the capitalization required to launch the venture, support operations, and meet interim goals as the enterprise progresses through the beginning stages of its development. Course emphasis is placed on the use of forecasting methods and breakeven analysis, working capital and cash flow management, and identification of accounting and financial issues that impact on profit measurement and financial risk.

GBEN 410. Financing StartUps: Seeking Outside Venture Capital (1)

This course provides an overview of the venture capital market, examines the nature and role of the venture capitalist, and analyzes whether and how venture capital financing may be the preferred approach in raising outside capital. Venture deals are closely examined in terms of types of equity instrument, methods of valuation, milestones and staged release of funds, special provisions that may include anti-dilution measures and other protective arrangements, and developing term sheets. Emphasis is also given to dissecting the process and criteria used to seek and attract venture capitalists, including angel investors. Various scenarios and tradeoffs are covered in this intensive course.

GBEN 411. Establishing Credit Facilities: Asset-Based and Cash Flow Financing (1)

Borrowing from a commercial bank or a credit intermediary can provide outside funding for working capital and equipment purchases in many situations. For seed and early stage firms, attention is often given to asset-based lending programs that make use of first liens on accounts receivable and inventory or fixed assets to provide added legal protection to creditors. For later stage firms, traditional line of credit financing may be feasible and desirable from a cash flow standpoint. Various borrowing alternatives, including leasing, are covered in this course along with covenants and restrictions that often apply. Government loan programs, especially those of the Small Business Administration, are also given emphasis.

GBEN 412. Developing Exit Strategies: Concepts and Approaches (1)

Sophisticated equity investors require that an exit or harvest plan be developed and that it be viable and capable of being executed within the foreseeable future. Venture capitalists and angel investors anticipate their future departure and a positive financial outcome at the very point the deal is struck in the present. Various planned and unplanned exit strategies are analyzed in this course which include: an initial public offering, offering the business for sale, merging with another company, franchising, acquisition of shares by some investors, or liquidation of the business. Valuation methods, financial and tax implications, and due diligence are also examined.

GBEN 413. Integrative Experience/New Venture Internship (1-4)

Only students enrolled in the Entrepreneurial concentration may elect one of these hands-on, project-orientated courses. Integrative Experience must meet the requirements of formal independent study and involve a new venture situation with a startup or existing company. Students employed in a New Venture Internship may also qualify for course credit if the same requirements are satisfied.

Project Management Electives

PMGT 401. Project Management: Course Framework & Project Leader Assessment (1)

Introduction to the Project Management Certification Course; syllabus, requirements and deliverables. Students will become acquainted with: the terminology, nine knowledge areas, relationships to other disciplines, project management context and processes. Introduction to the logistical vehicles for course delivery and the tools to be used. Students will also assess themselves as project leaders and explore project leader competencies, roles, responsibilities and stakeholder relationships.

PMGT 402. Project Management: Skills and Abilities for Effective Leadership of Teams (1)

Students will enhance project team leadership skills, define the work environment of project teams, team selection, develop a team charter, clearly define the roles and responsibilities of all project team members, set team guidelines, learn methods to promote teamwork, understand the stages of development, and manage team dynamics. Additional skills covered: delegation, managing accountability without direct authority over project team members, managing dysfunctional teams, performance improvement, input to performance appraisals, rewards, recognitions, celebrations. Prerequisite: PMGT 401.

PMGT 403. Project Management: Initiating the Project and Planning Scope and Schedule (2)

Students will learn techniques for deciding whether to undertake a project and for planning project outcomes and schedules. The relationship of projects to organizational planning and budgeting, information and performance appraisals systems will be discussed. Approaches will be shared for identifying and classifying project stakeholders and designing and conducting a cost benefit analysis. How to define desired project outcomes clearly and completely and how to determine project work to be performed using decomposition and templates will be addressed. Students will learn how to develop a project charter, a scope statement, a Work Breakdown Structure, a WBS dictionary and a Linear Responsibility Chart. How to create a network diagram and analyze schedule possibilities using the Critical Path Method (CPM) and the Program Evaluation and Review Technique (PERT) will be explained. Fast tracking and crashing a schedule will also be explored. Displaying a schedule with a Gantt chart, key events list and activities will be illustrated. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402

PMGT 404. Project Management: Planning Resources, Communication, Quality and Risk Management (2)

In this course, students will learn how to estimate the needs for personnel and other types of projects resources, to develop a project budget and to plan for additional project support activities. Determining the type, amount and timing of resource needs will be emphasized. Approaches to resource leveling will be discussed. The different types of project costs will be explained. The use of analogous estimating, parametric modeling, bottom-up estimating and computerized tools to estimate costs will be explored. Planning to ensure project quality and coordinate project communications will be will be addressed. Identifying, assessing, and preparing a plan to manage project risks will also be discussed. Planning for project procurement and associated solicitations will be explained. Students will learn how to develop resource matrices, loading charts and grafts and a project budget. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402, PMGT 403

PMGT 405. Project Management: Project Leader Communications Expertise and Evaluating Team Performance (1)

The purpose of this weekend seminar is to strengthen the project leader's communication skills, change management skills, conflict resolutions skills, and team evaluation skills. Focus areas will also include the following: understanding the art and science of effective listening, managing multiple expectations, communicating "bad news," and learning tools and techniques for project team evaluation. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404

PMGT 406. Project Management: Implementing and Managing Projects (2).

Students will learn techniques and processes to start and perform the actual project work. Suggestions for working successfully in a matrix management environment will be discussed. Information systems to track schedule performance, labor charges and project expenditures will be expressed. Developing escalation procedures to address project conflicts issues will be emphasized. Procedures for controlling labor and fund charges to a project will be introduced. Key project review and decision meetings will be identified. Planning and implementing quality assurance activities will be addressed. Planning for, awarding and administering contracts will be discussed. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404, PMGT 405

PMGT 407. Project Management: Controlling Performance and Assessing Outcomes (2)

Students will learn how to monitor and control project activities in progress and how to bring a project to closure. Approaches for assessing project products and services produced will be explored. Techniques for evaluating schedule and cost performance will be introduced. Variance analysis and earned value analysis will be explained. Quality control and risk monitoring and control will be discussed. Change control systems and procedures will be explained. How to prepare focused progress reports and conduct effective project meetings will be discussed. Requirements for closing out contracts and procurements will be detailed. Obtaining user acceptance, closing labor and fund charge accounts and other administrative activities will be discussed. Designing and conducting a post-project review will be explored. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404, PMGT 405, PMGT 406

PMGT 408. Project Management: Problem Solving, Decision Making and Ethics (1)

This 2day seminar focuses on developing problem solving and ethical decision-making skills. Students will learn to recognize project problems, frame the problem, assess risk, manage risk, plan contingencies, recognize the escalation points, and apply alternate methods. Students will also participate in ethical exercises to strengthen their ability to recognize ethical dilemmas and evaluate decisions. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404, PMGT 405, PMGT 406, PMGT 407

