

Module Descriptions

LEADERSHIP & TEAM DEVELOPMENT Offers an introduction to and an overview of the concepts of Leadership and Team Development. This module will provide a framework and rationale for the team/cohort learning model in an organizational context. Emphasis is placed on the application of concepts to real managerial problems and issues. This module will use a combination of conceptual and practical approaches, lectures, discussions, case studies, and group exercises.

COMMUNICATIONS This module blends research, theory and practice in the art of effective team communication, presentation and facilitation skills, team dynamics, and written skills to create a dynamic contribution to the overall effectiveness of any organization. Each student comes to this course with expertise and experience; this module will reinforce individual strengths, identify areas of growth and set goals for development in the cohort as well as the workplace.

PROFESSIONAL BUSINESS WRITING This course focuses on effective writing techniques for professionals. Assignments include a business proposal, an employment letter, a memo, a performance evaluation and interoffice correspondence. Since writing is a cumulative skill, an emphasis is placed on the revision process through Online postings and in-class peer feedback. Students learn to communicate professionally and succinctly using a variety of business formats.

HUMAN BEHAVIOR & ORGANIZATION This is an introductory course on human behavior in the organizational setting. The focus of this module will encompass three levels of organizational behavior analysis: the individual, the group and various modern organizational systems. There are two major goals: to provide students with a basic grounding in the most important principles in managing the human asset in organizations and to work to develop job-relevant knowledge skills. The material covered will be applicable to a wide range of organizations, and students should also find topic areas relevant to daily life.

MANAGING ORGANIZATIONS This module is designed to expand on the concepts presented and to understand why management is vital to the success of the organization. Students will better understand the functions and systems associated with sound management. Effectiveness and efficiency will be stressed, providing the venue for improving decision making skills and critical analysis. Students in this module will be required to choose an organization and, along with this organization, plan, organize, lead and control a project that produces "real" results.

This course will force students to have a complete understanding of managerial theory and apply this material in a practical and effective method.

MANAGERIAL ECONOMICS Basic principles of economics at both the macro and micro levels will be explored. Topics of supply and demand, national income accounting, monetary and fiscal policies, business cycles, money and banking, interest rate determination, market structure, elasticity, international trade policy, and budget deficit are among the long list of topics discussed in this module. A high level of student interaction will be expected. The course is taught using practical materials that provide a better understanding and use of secondary data to make interpretations regarding future business environmental forecasts.

STATISTICAL DECISION MAKING The basic understanding of statistics and its application to business situations will be the objective of this module. Topics such as descriptive statistics, estimation, hypothesis testing, and regression analysis will be explored in depth in order to provide a useful understanding of how these topics affect today's business environment and decision-making. Microsoft Excel will be used throughout the course.

ACCOUNTING FOR MANAGERS This module is designed to help students use accounting information in the workplace. The course will not focus on rules of debits and credits nor the official preparation of accounting records like journals and ledgers; instead, it will focus on understanding and use of financial information for planning business strategy. Decision-making, evaluation of process improvements and performance, interpretation of corporate and annual reports, and recognition of internal control systems will be the materials presented in this module.

FINANCIAL ANALYSIS & RISK MANAGEMENT An introduction to basic financial concepts: valuation techniques, the relationship between risk and return, and the workings of U.S. capital markets. This module will enable students to broaden their financial knowledge by blending the concepts and applications to better understand the risks involved in the venture. Also, projects dealing with capital budgeting, financial statements and portfolio management will be presented. The understanding of materials covered in this module is an essential part of the business concentration and will aid in the completion of the capstone project.



PROJECT MANAGEMENT THEORY AND PRACTICE This course provides the foundational management principles and theory of project management. Students will learn the fundamentals of project management, including project definition, project selection, project planning, estimating, scheduling, resource allocation, stakeholder management, risk management and project control. Cultural protocols will be considered in the development of projects. Students will apply the learned principles and theories to case studies and simulations and will actively participate in a culminating project.

MANAGING RELATIONSHIPS WITH A FULLY AUTOMATED & INTEGRATED SYSTEM The goal of the course is exposure to a fully automated and integrated stakeholder, vendor management, and procurement (SVP) system. A large percentage of a project manager's job is spent communicating with both internal and external relationships, including all internal stakeholders, vendor management, and procurement. This course provides a student with practices in ethical decision-making throughout the SVP process. Students will trace the changing nature of how these relationships have been influenced by the technology available and how decision-making has been impacted by increased speed and efficiency and the identification of risk in the supply chain. Students will investigate the ways social enterprises engage with larger corporations, including corporate social responsibility (CSR) organizations. New insights from Big Data will be explored, as well as the use of machine learning/automated intelligence to continuously enhance and aggregate data and to improve the flow of information to all SVP parties. Vendor aggregation, negotiation tactics, savings, efficiency/compliance expansion of stakeholders, changes in procurement practices, and procurement key performance indicators (KPIs) will also be explored.

EARNED VALUE/BUDGETING The goal of this course is to help students learn the methods used to financially plan and account for a project, how to determine the value of the project at any point in time, how to create a budget for any project, and understand ethics with regards to GAAP reporting and transparency within project financial statements. It is crucial for an organization to know the economic value of the projects it pursues and the effect that value has on the bottom line of the organization. Once underway, the value the project has created for the organization and the remaining financial obligation the organization has to the project are necessary elements for financial planning.

ASSESSING RISKS IN PROJECT MANAGEMENT This course provides various ways to identify, analyze, and mitigate the full range of project risks. Topics include risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, as well as risk monitoring and control. Students will recognize that a project is socially and

environmentally sustainable and understand the organization's culture and processes, both inside the firm and throughout the value chain. Upon completion, students should be able to demonstrate knowledge of risk management processes and application of risk management techniques to case study problems.

PROJECT MANAGEMENT ISSUES & ETHICS This course explores various development and management techniques and tools of integrated project schedules and plans. Emphasis is on project control methods from a scheduling perspective, including critical path networking, float analysis, and schedule performance predictability and accomplishment. Upon completion, students should have a clear understanding of ethical considerations for schedule development and management.

THE PROJECT MANAGEMENT OFFICE The purpose of this course is to give students an appreciation for functioning successfully within and under the auspices of a PMO. The PMO is an integral part of an organization's strategic management team. In this course, students will examine what it means to work under a PMO, and how to manage a PMO, and will navigate through the activities under a PMO's purview. Specific focus will be on assigning projects; understanding expectations from project managers; analyzing performance metrics to apply effective decision making; recognizing risk to deduce the ratio of impacts; communicating with all levels of the organization for successful project interactions and change management, and extrapolating critical measures to gain project savings. The challenges of program and portfolio management will be explored as well.

MULTIDISCIPLINARY PROJECT (CAPSTONE) Utilizing their knowledge from previous modules, students will create a case study from a selected organization. This case must uncover one main problem for the organization and provide viable and supported solutions to help create a better situation for the organization. The main part of this capstone is that each team presents a rich enough case that the reader will, with a fair amount of certainty, be provided with enough information to allow them the opportunity to solve the case using methods and techniques gained from business knowledge and experience.